

# Examining A Life of Service

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A study of AmeriCorps Leaders Program  
Alumni's Civic Involvement

Prepared for  
The Corporation for National Service  
by  
Laura K. Nakatani  
National Service Fellow

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## Corporation for National Service

Created in 1993, the Corporation for National Service oversees three national service initiatives - AmeriCorps, which includes AmeriCorps\*VISTA, AmeriCorps\*National Civilian Community Corps, and hundreds of local and national nonprofit; Learn and Serve America, which provides models and assistance to help teachers integrate service and learning from kindergarten through college; and the National Senior Service Corps, which includes the Foster Grandparent Program, the Senior Companion Program, and the Retired and Senior Volunteer Program (RSVP).

## National Service Fellows

The National Service Fellows program, launched by the Corporation for National Service in September 1997, involves a team of individual researchers who develop and promote models of quality service responsive to the needs of communities. The goal of the program is to strengthen national service through continuous learning, new models, strong networks, and professional growth.

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Corporation for National Service  
1201 New York Avenue, N.W.  
Washington, DC 20525  
(202) 606-5000  
TDD (202) 565-2799  
[www.nationalservice.org](http://www.nationalservice.org)

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Upon request, this material will be made be available in alternative formats for people with disabilities.

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### CORPORATION STAFF

#### AmeriCorps Leaders Program

Meri Ames  
Julie Catlett  
Kevin Taylor

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Tom Flemming  
Jeff Gale  
Sandra Fonseca  
Anna Ditto

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Merlene Mayczyk

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Jennifer Smith

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Vollie Melson  
Katie Floyd

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## HIGHLIGHTS

# AmeriCorps Leader Alumni: Continuing a Life of Service

The 125 AmeriCorps Leaders Program Alumni network spans 32 states (including the District of Columbia) and 7 foreign countries. 87% of Alumni plan to make a career of national service. 100% would recommend the AmeriCorps Leaders Program to a friend.

## Getting Things Done To Continue A Life Of Service

★ 92% ★

of AmeriCorps Leaders Program Alumni surveyed continue to provide community service, the primary areas of service are education and human needs

**In the last year, AmeriCorps Leaders Program Alumni donated to community service:**

- **18,000 volunteer hours** - the types of expertise contributed include training, fund raising, and program consultation
- **\$43,800** donated to community service
- **\$126,500** of goods and services donated

## Strengthening Communities Providing Resources

★ 87% ★

of AmeriCorps Leaders Program Alumni maintain a connection to national service through employment and/or volunteering

**AmeriCorps Leaders Program Alumni reported that the AmeriCorps Leaders Program experience led to:**

- **Employment** for 55%
- **Volunteer Experiences** for 38%

## Encouraging Responsibility Continuation of Leadership

★ 95% ★

of AmeriCorps Leaders Program Alumni surveyed continue to hold leadership positions in the arenas of national service, community organizations, and in academia.

★ 84% ★

of AmeriCorps Leaders Program Alumni surveyed report that their ACL experience prepared them "much" to "very much" for their leadership positions

## Expanding Opportunity Education & Networking

★ 57% ★

of AmeriCorps Leaders Program Alumni surveyed have used their Education Award:

- 47% Repaid Student Loans
- 53% Paid to pursue further studies

**The AmeriCorps Leaders Program experience had a significant impact on Alumni:**

- career choice -> 70%
- academic choice -> 34%

## EXECUTIVE SUMMARY

**Introduction:** AmeriCorps is a year in a life of service. The Corporation for National Service's mission is to provide opportunities for all Americans to engage in meaningful service to their communities. National service strives to foster civic responsibility and a sense of community and provide educational opportunity for those who participate. While the Corporation has evaluated the direct impact of AmeriCorps service in communities, there has been less research on alumni of national service.

**Issues:** The Corporation has recently coordinated with AmeriCorps Alums, Inc. to develop a system of tracking graduates of national service. Prior to this, individual programs had developed alumni structures of varying sophistication. The emerging national service alumni network presents an opportunity to collect national data on AmeriCorps alumni. This research was conducted to assess civic involvement and leadership of the AmeriCorps Leader Program (ACLP) alumni, one of three leadership development programs operated by the Corporation. It is anticipated that the survey instrument will be transferable to the larger AmeriCorps national service network and provide comparative data to existing surveys.

**Methodology:** This evaluation was designed in two phases. A telephone survey of ACLP alumni was conducted in early 1998. One hundred thirteen of the one hundred twenty-five ACLP alumni (90 %) responded to the survey. Respondents then completed a written survey. Forty-eight alumni (42%) returned their written surveys.

### Findings and Recommendations:

92% of ACLP alumni surveyed continue to serve in their communities

95% of ACLP alumni surveyed continue to provide leadership

100% of ACLP alumni surveyed would recommend AmeriCorps Leader service to others

81% of ACLP alumni have changed residences since graduating. An efficient tracking system of AmeriCorps Leader alumni is needed.

67% of ACLP alumni do not live in the community in which they served. Networking opportunities and alumni chapters could be mobilized to support those relocating.

### Summary:

AmeriCorps Leader Program alumni are active leaders in civic life across the country. There are ripe opportunities to formalize the existing networks to support AmeriCorps Alums, Inc. initiatives and to promote continued service opportunities to sustain the Corporation's mission beyond graduation from their programs.

## INTRODUCTION

### THE MISSION

#### AmeriCorps Pledge

I will get things done for America—to make our people safer, smarter, and healthier.

I will bring Americans together to strengthen our communities.

Faced with apathy, I will take action.

Faced with conflict, I will seek common ground.

Faced with adversity, I will persevere.

I will carry this commitment with me this year and beyond.

I am an AmeriCorps member, and I will get things done.

Since the Corporation for National Service launched AmeriCorps in 1994, over 80,000 citizens have made this AmeriCorps Pledge. The Corporation for National Service (CNS) has been concerned with producing demonstrable and meaningful results in community through stipended volunteer service. Through grantee progress reports, *End of Term of Service* forms, and *Annual Accomplishment Reviews* of programs conducted by Aguirre International, CNS is measuring program impact and participant satisfaction during the term of service. The impact of AmeriCorps service on communities has been clearly documented. The class of 1996 was 25,000 AmeriCorps members strong. In one year they assisted more than 11.5 million people and recruited, trained, or supervised more than 300,000 volunteers.<sup>1</sup>

However, scant research exists on how AmeriCorps members carry this commitment to community service beyond their AmeriCorps experience. This National Service Fellowship project focused on profiling alumni civic engagement after participating in the AmeriCorps Leader Program, a leadership development program funded by the Corporation.

### PROGRAM OVERVIEW

The Corporation for National Service manages three leadership development programs for grantees within their AmeriCorps portfolio: AmeriCorps Leaders Program (National and State, and National Civilian Community Corps—NCC grantees), VISTA Leaders (Volunteers in Service to America—VISTA grantees), and Team Leaders (NCCC grantees). Leaders typically have demonstrated a history of service in national service, the Peace Corps, or armed services. Each program selects leaders through a competitive application process.

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<sup>1</sup> Aguirre International 1995-1996 Accomplishment Summary; 1996 AmeriCorps\*VISTA Accomplishment Survey, Westat, Inc.; AmeriCorps\*NCCC Biennial Report, 1996



The AmeriCorps Leaders Program (ACLP) launched operations in 1994, AmeriCorps' inaugural year. The ACLP provides training and opportunities for outstanding national and community service members to develop and utilize their service and leadership skills.

The AmeriCorps Leaders Program vision is:

National service graduates will develop their leadership and service skills by participating in a competency-based leadership training program. During a year-long assignment, these individuals will enhance the effectiveness of AmeriCorps programs by fostering a greater sense of national service while addressing local community needs.

AmeriCorps Leaders (ACL) and national service sites are selected through separate competitive processes. Prospective AmeriCorps Leaders are recruited from the pool of graduates from any of the Corporation's national service programs. Their application to the ACLP must include a nomination from their service program. AmeriCorps national service programs interested in hosting an AmeriCorps Leader also submit an application stating the need for and supports available to a Leader in their program. The Leader and service site applicants are selected in separate review processes by the Corporation. Finalists are then matched.

The AmeriCorps Leaders Program provides these "leaders in training" both formal and informal training opportunities, coaching and mentoring, and individual development and support. The Leaders spend one year in a service site with structured, supervised service learning experiences that address the needs of the service site, utilize the Leaders skills, and provide these Leaders with a context in which to learn and be of service to Members and others. Each AmeriCorps Leader will receive a living allowance of approximately \$15,630, health care benefits, and a post-service education award to pay for higher education or vocational training. These benefits are not the responsibility of the service sites; they are paid for directly by the Corporation for National Service.

The AmeriCorps Leaders Program is managed by three full-time Corporation staff. The staff directly administers the program for fifty AmeriCorps Leaders and their respective service site. In addition to the national office, AmeriCorps Leaders have a regional support structure. Leaders are clustered regionally into groups of four to six. Each cluster is assigned a Cluster Coach, who is a recent AmeriCorps Leader graduate. Cluster Coaches facilitate group discussions and mentor the ACL on a part-time basis. This Cluster coach position was instituted in the ACLP's second year.

The program has graduated three classes to date. Evaluation of the AmeriCorps Leaders Program training and the effects of ACLP on AmeriCorps Leaders, their service site organizations, and AmeriCorps members have been documented by Macro International, Inc. for Classes 2 and 3. An absence of post-service evaluation, the graduate population

of 125 alumni, and the well-maintained database to track alumni led to the selection of the AmeriCorps Leader Program alumni as a sample population for this research.

## EVALUATION BACKGROUND

To begin understanding the life of service after participation in AmeriCorps, an alumni assessment was designed. Graduates of the AmeriCorps Leaders Program were selected as the target population. We wanted to evaluate if the AmeriCorps Leaders Program indeed encouraged graduates on a path of service beyond the program and to identify necessary supports to ensure that AmeriCorps is a year in a lifetime of service. Questions regarding the service behavior of AmeriCorps Leader alumni and the effect of their AmeriCorps Leader experience on these behaviors were posed. In addition, the existing AmeriCorps Leader alumni network and potential areas for growth needed to be identified. The seven research questions about continued alumni participation in service were:

1. Do AmeriCorps Leader alumni continue to serve their communities?
2. Do AmeriCorps Leader alumni continue to their involvement in national service?
3. Do AmeriCorps Leader alumni take on leadership roles?
4. Are AmeriCorps Leader networks maintained by program alumni?
5. How are AmeriCorps Leader alumni engaged professionally and academically?
6. What alumni services and support are AmeriCorps Leader alumni seeking?
7. What alumni resources are available to the ACLP program and national service network?

The evaluation was divided into two components. Both components utilized survey instruments to answer the research questions posed.

### Component One—*AmeriCorps Leaders Alumni Survey*

The *AmeriCorps Leaders Alumni Survey* targeted research questions one through six. The design process included a literature survey of existing studies on alumni of volunteer programs, interviews of the Corporation's leadership programs, and AmeriCorps Alums, Inc., the alumni network.

### Component Two—*AmeriCorps Leader Program Alumni Resource Survey*

The *AmeriCorps Leader Program Alumni Resource Survey* identified the resources and skills that AmeriCorps Leader alumni brought to the national service network. Professional and academic updates were collected. Alumni identified areas of interest and expertise

that they wanted to contribute to the national service network. This information will be added to the AmeriCorps Leaders Program database to facilitate future programming and networking.

## METHODOLOGY

Three methods were employed to answer these research questions: a telephone interview of alumni, a record review, and a follow-up written survey.

### Telephone Interview

Beginning the end of December 1997, the *AmeriCorps Leaders Alumni Survey* was administered by the evaluator. Telephone interviews of AmeriCorps Leaders Program alumni were conducted to assess their participation in community service and leadership activities subsequent to their AmeriCorps Leaders' service. General background information on alumni was also collected. Alumni from all three graduated classes (Class 1—1994-1995, Class 2—1995-1996, Class 3—1996-1997) were surveyed. A total of 125 individuals graduated from the program from 1994 to 1997. Of the 125 alumni, 113 ACL alumni were surveyed. This represents a 90% response rate, which exceeds the targeted response rate of 80%.

Alumni were initially contacted by phone to introduce the survey and schedule a time to conduct the 30-minute survey. Those that could not be contacted by phone or that missed multiple scheduled calls were mailed surveys. Seven surveys were collected by mail. A variety of strategies were employed to locate the alumni. The permanent address contacts were called, internet searches were conducted, inquiries were posted on national service listservs, but the most effective tracking source was other AmeriCorps Leader alumni.

### Record Review

A record review was conducted to ascertain pre-ACLP service information to determine educational changes and pre-ACLP service experience. Each respondent's level of education and previous service experience upon entering the AmeriCorps Leader Program was collected. This information was gathered from the AmeriCorps Leader Program Applications in the program's historical files.

### Written Survey

During the initial telephone survey, each respondent was invited to contribute to alumni resource database. They were asked to complete a written *AmeriCorps Leaders Alumni Resource Survey* to update their addresses, academic, and professional information and to identify ways to utilize alumni as program resources. All of the survey respondents

agreed to complete a Resource Survey. Surveys were then mailed in early April 1998 and forty-eight were returned (42%). Since those surveyed had self-selected to participate, full participation was expected.

## FINDINGS: CONTINUATION OF SERVICE & LEADERSHIP

### ALUMNI CHARACTERISTICS

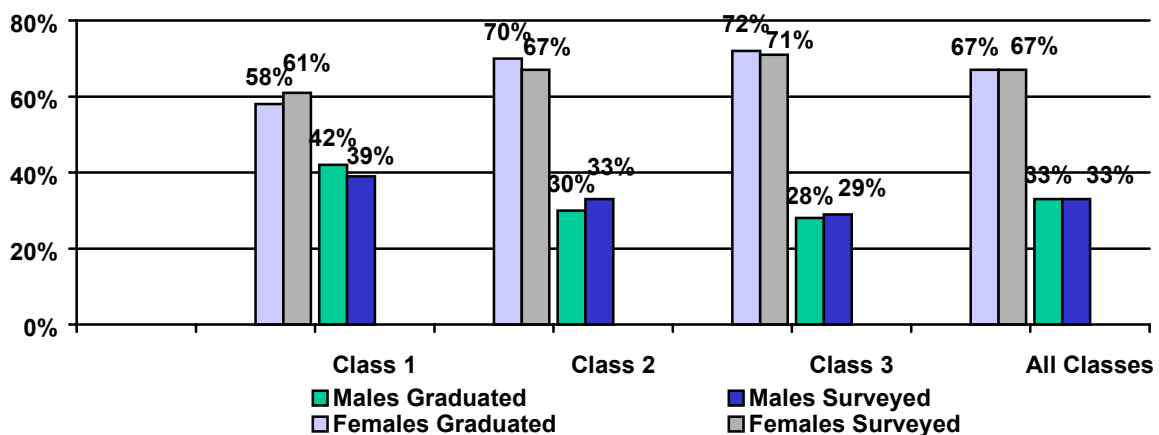
Between 1994 and 1997, the AmeriCorps Leaders Program graduated total of 125 individuals. For the *AmeriCorps Leaders Alumni Survey*, 113 ACLP alumni were interviewed, representing 90% of all AmeriCorps Leader alumni. Two alumni (2%) declined to participate in the survey when contacted. The response rates from the classes were as follows:

	Alumni in Class	Alumni Surveyed	Response Rate
Class 1 (1994-1995)	33	28	85%
Class 2 (1995-1996)	46	43	93%
Class 3 (1996-1997)	46	42	91%
All Classes	125	113	90%

Of those 113 respondents, 48 completed the *AmeriCorps Leader Alumni Resource Survey*. This represents a 38% response rate for the entire ACLP alumni population and a 42% response rate of potential respondents.

The respondents gender distribution mirrored that of the actual classes as well as the entire AmeriCorps enrollment in their respective classes.<sup>2</sup> One in three ACL alumni are male. Two in three are female.

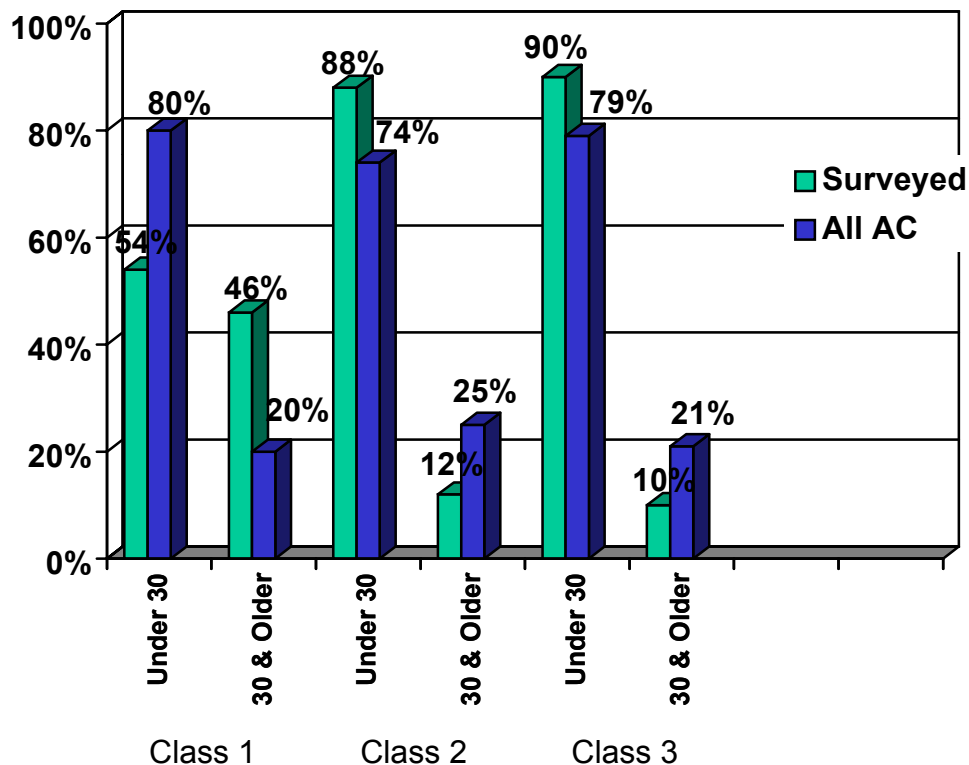
**Figure 1**  
**Gender Profile of ACLP Alumni Respondent vs. General AmeriCorps Population**



<sup>2</sup> Corporation for National Service, Office of Evaluation 2/19/97. 1996-1997 enrollment was still underway, therefore, those data are incomplete.

Overall, 8 in 10 respondents were under thirty years old. One in ten was between 30 and 39 years old, and another one in ten was over 40 years old. While Class 1 had 26% larger percentage of leaders over thirty than the overall AmeriCorps population, Classes 2 and 3 have a 15% and 11% higher enrollment of participants under the age of thirty years old than the general AmeriCorps population.<sup>3</sup>

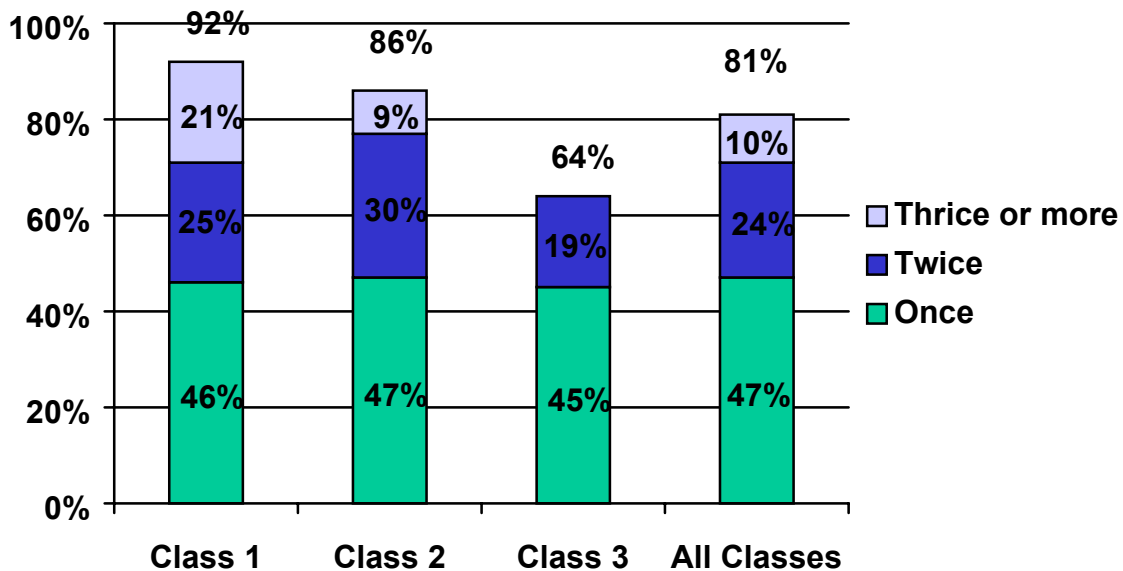
**Figure 2**  
**Age Profile of ACLP Alumni Respondent vs. General AmeriCorps Population**



AmeriCorps Leader alumni are a mobile population. Only a third of the alumni remain in the community in which they served as an AmeriCorps Leader. Over 80% of the respondents have moved since graduating the AmeriCorps Leader Program. Forty-two percent have moved more than once. As expected, the number of moves increased with the length of time out of the program. But even within six months after completing the ACLP, 64% of Class 3 had changed residence at least once. A year and a half since graduating, 86% of Class 2 had moved. After two and a half years out, 93% of Class 1 had relocated.

<sup>3</sup> Ibid

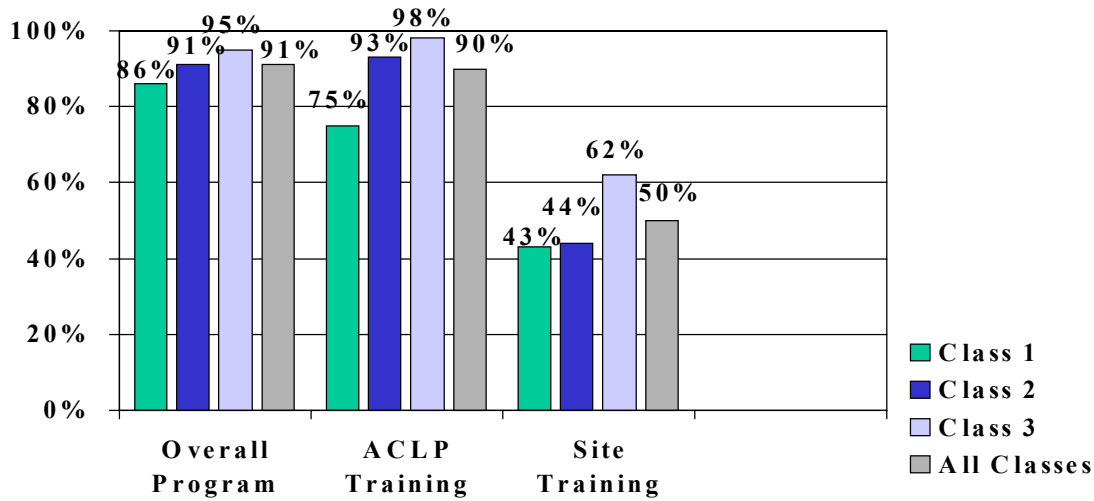
**Figure 3**  
**Frequency of Moves by AmeriCorps Leader Program Alumni**



The AmeriCorps Leader Program “completely met” or “exceeded” the expectations of 86% of the alumni surveyed (N=48, number of respondents). AmeriCorps Leader alumni were also asked to reflect on their satisfaction the overall AmeriCorps Leaders Program, their ACLP training, and their training provided by the site.

- More than nine out of every ten (91%) stated that they were satisfied with their overall AmeriCorps Leaders experience (ratings of “4” or “5” out of a 5 point scale); only two leaders (2%) reported being somewhat dissatisfied with their overall AmeriCorps Leaders experience. The satisfaction ratings increased with each class.
- Nine out of every ten (90%) AmeriCorps Leaders Program alumni were satisfied with the program’s training. Only one respondent (1%) reported being somewhat dissatisfied with their ACLP training and another one (1%) was very dissatisfied. There is a 18% increase in satisfaction with the ACLP training between Class 1 (75%) and Class 2 (93%), which may reflect the restructuring of the training instituted for Class 2. Nearly all (98%) of Class 3 was satisfied with their ACLP training.
- Site training satisfaction was significantly lower than the overall program and ACLP training. Only five in ten ACLP alumni (50%) were satisfied with this program component. Among the classes, satisfaction for Class 1 and Class 2 remained constant at 44%. However, Class 3 reported a satisfaction with site training at 19% higher than previous classes for 63% satisfaction.

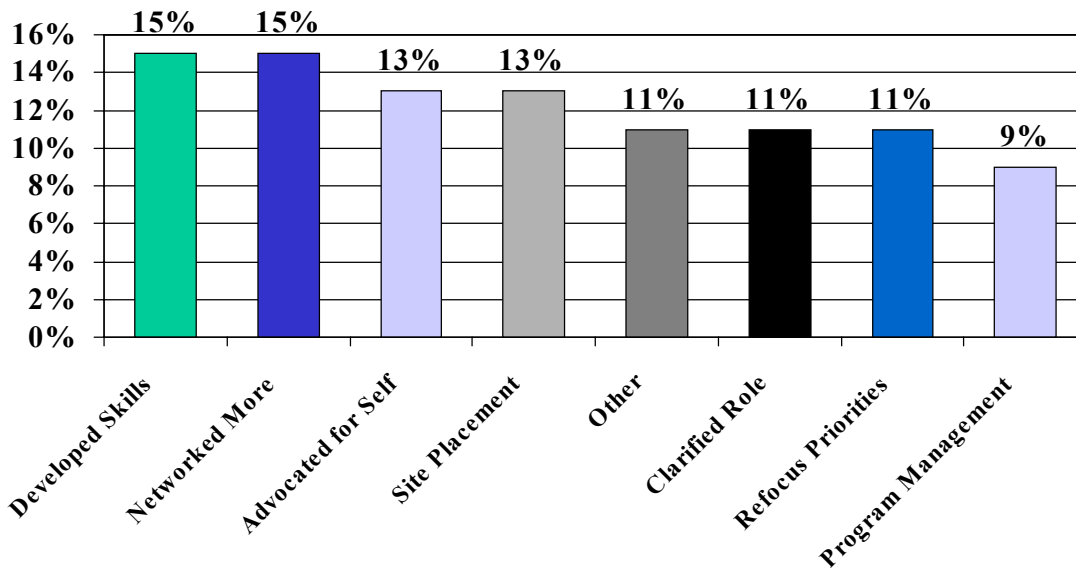
**Figure 4**  
**ACLP Alumni Extent of Satisfaction**



Percent giving a rating of "4" or "5" (1=very dissatisfied, 5=very satisfied)

ACLP alumni were asked what changes they would make in their ACLP experience given what they know now, since graduating. Five percent of ACLP alumni surveyed would not change anything. The other 95% noted areas for personal, program, and policy changes. Responses were fairly evenly distributed among the categories.

**Figure 5**  
**Areas of ACLP Experience Alumni Would Change in Retrospect**



(95% of the respondents reported that they would change aspects of their ACLP experience (N=146) in the areas listed above)



## GETTING THINGS DONE

“I now realize how important it is to continue to serve. AmeriCorps instilled in me a life-long belief in service.”

### Class 2 AmeriCorps Leader Alumni

AmeriCorps Leader Program alumni continue to serve their communities to make them safer, smarter, and healthier. They continue to provide service to directly address unmet needs at a rate of more than 9 out of every 10 alumni (94%)<sup>4</sup>. Those that continue to serve do so as volunteers (7%), employees (21%), and as both volunteers and employees (72%).

“I always wanted to help, but I didn’t know how. AmeriCorps taught me the skills, tools, incentive, and know-how to do what I wanted to do and see the rewards, which was that much more of an incentive.”

### Class 3 AmeriCorps Leader Alumni

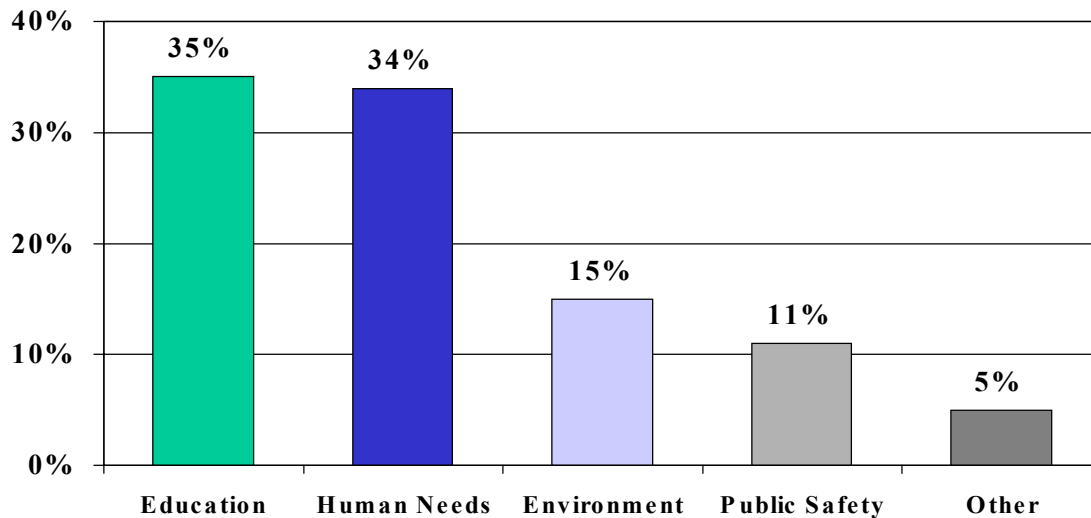
Respondents also described their engagement in service and their issue focus. The types of volunteer activities ranged from one-time service events to on-going service commitments. Alumni continued to address needs in the Corporation’s issue areas of education, environment, human needs, and public safety.

- ACLP alumni are most frequently engaged in sustained service, with 3 in 4 reporting volunteering in on-going service. Twenty-seven percent of alumni only engaged in one-time service events.
- Alumni were asked to identify the issues which they continue to address through community service. The majority of service is in the areas of education (35%) and human needs (34%). Fewer alumni focused on the environment (15%) and public safety (11%). Other areas of service (5%) cited were community development and spiritual counseling.

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<sup>4</sup> Two respondents volunteered time to community service, but responded that they did not provide service that helped solve their community’s problems. These two respondents are included for total of 106.

**Figure 6**  
**Community Issues Addressed by AmeriCorps Leader Alumni**



Alumni contributions are not limited to volunteering of time. Respondents were asked about their monetary, material, and expertise donations to community service in the past year. Class 3 was asked about their contributions since graduating in August of 1997. Alumni were asked to quantify their donations of goods and services in dollar amounts.

In the year prior to the survey, AmeriCorps Leader alumni contributed to their communities by:

- 92% volunteered in their community. On average, alumni volunteered four hours per week.
- 96% contributed money with an average annual donation of \$731 (4 respondents could not quantify their contributions)
- 97% donated goods such as clothing, food, and furniture. The average annual value of goods contributed was \$293 (3 respondents could not quantify their contributions)
- 87% donated their expertise including labor, training, grant writing, and consulting which was valued at an average annual contribution of \$1,300 (15 respondents could not quantify their contributions)
- The average annual ACLP alumni contribution to community service totaled \$2,324.

“(It’s a) life transforming experience for me. It is so rewarding to be a part of that for other folks.”

Class 3 AmeriCorps Leader Alumni

AmeriCorps' effected the reasons for serving in over half of the alumni surveyed (53%). The main ways in which alumni's reasons had transformed through their AmeriCorps experience were:

1. A broadened perspective of service and/or greater awareness of needs and impacts
2. Revised approach to service and/or developed skills to improve service delivery
3. Increased motivation and/or confident to provide service

Eighty-three percent of AmeriCorps Leaders (N=48) reported that they act upon community issues differently. A Class 2 ACLP alumni describes the impact of her AmeriCorps experience:

"I see now how change and collaboration really take place—I wouldn't had had that perspective without the year with AmeriCorps Leaders. I also see how I can become involved."

Graduates of the AmeriCorps Leaders Program have continued in service as a profession. Seven out of every eight (87%) AmeriCorps Leader alumni plan to make a career in the service field. The primary reason cited for leaving the service field was the lack of adequate compensation (four out of five respondents). Reasons for staying in the service field were both personal and civic. Forty-five percent of alumni described the personal fulfillment and sense of belonging as reasons for staying in the service field. Another 35% were drawn to the field by the opportunity to use their skills and the reward on impacting a community.

## STRENGTHENING COMMUNITIES

"(As a result of AmeriCorps) I have a deeper understanding of how to identify community needs and solutions. It's gone from just trying to help people to helping empower the community."

### Class 3 AmeriCorps Leader Alumni

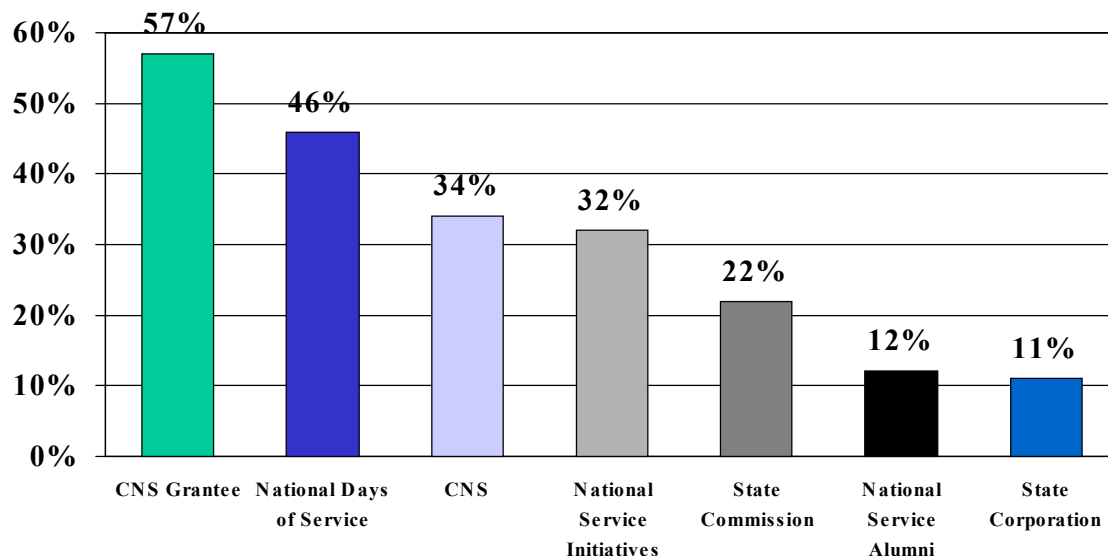
AmeriCorps Leaders also connect their communities to a rich national service network beyond their year of service. Through this network, ACLP alumni continue to unite with citizens from different backgrounds in improving our communities. ACLP alumni report either being employed by or volunteering with the following national service partners or events since graduating:

- 4 out of every 7 (57%) were involved with a Corporation grantee
- More than 4 out of every 9 (46%) served at a National Day of Service

- 1 out of every 3 (34%) were involved with the Corporation
- 1 out of every 3 (32%) promoted a National Service Initiative (e.g. America Reads)
- 2 out of every 9 (22%) were involved with a State Commission
- 1 out of every 8 (12%) were involved with other national service alumni
- 1 out of every 9 (11%) were involved with a State Corporation Office

Only 15 ACLP alumni (13%) report having no connection with any of the national service partners listed above. The Corporation has provided access and opportunity for ACLP alumni to work as independent contractors as small group facilitators for the National Service Institute, cluster coaches for ACLP, and campus recruiters for CNS Recruitment.

**Figure 7**  
**ACLP Alumni and National Service**



Percent of ACLP alumni reporting being employed, volunteering or both in areas of national service

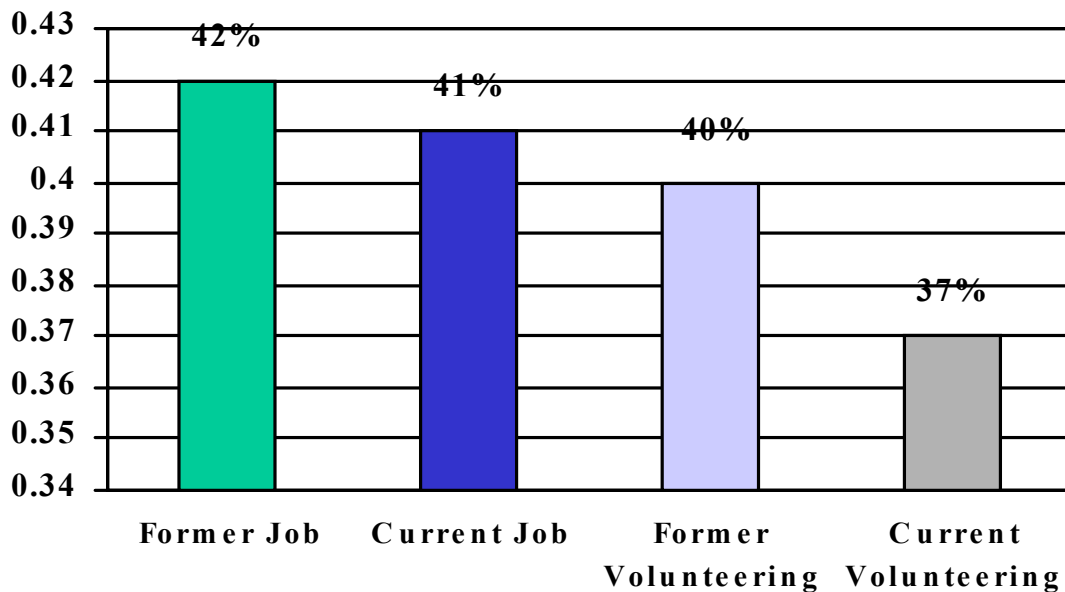
Although only twenty-four respondents (21%) are members of AmeriCorps Alums, Inc., a strong informal alumni network was revealed. ACLP alumni remain networked with national service programs and alumni. AmeriCorps Leader alumni maintain national service network:

- More than 9 out of every 10 (96%) with other ACLP alumni
- 7 out of every 8 (88%) with other AmeriCorps Members
- 7 out of every 8 (87%) with their ACLP site placement

- 5 out of every 7 (72%) with the ACLP staff at the Corporation

Modes of communication include telephone, mail (“snail” and electronic), local and regional meetings. The primary reasons for contact were to maintain friendships, to gain professional support, and to share resources. Alumni were also asked if networks they established in their ACLP service year later resulted in employment or volunteer placements. Fifty-five percent of the alumni reported that their ACLP network had led to a job. Fewer alumni, thirty-eight percent, described their ACLP network as resulting in post-ACLP volunteer activities. The main reason cited for this is relocation to another community.

**Figure 8**  
**The AmeriCorps Leader Network Lead to Jobs & Volunteering**



## ENCOURAGING RESPONSIBILITY

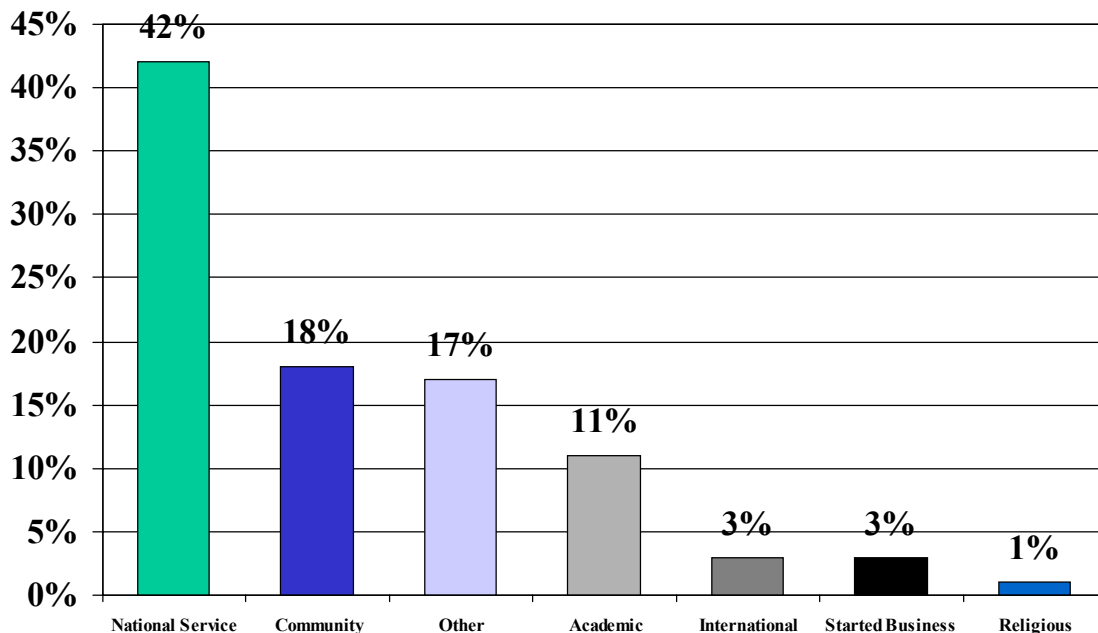
“I feel like wherever you live, you have a positive impact on your community. Service strengthens. It’s a way to be proactive.”

### Class 2 AmeriCorps Leaders Alumni

AmeriCorps national service strives to strengthen the spirit of citizenship by utilizing service to develop problem-solvers and active duty citizens. The AmeriCorps Leaders Program is structured to assist participants in their leadership development in the national service arena. Ninety-five percent of ACLP alumni have assumed leadership positions since graduating from the program. The primary areas in which ACLP lead are the

national service network, community organizations, and other informal leadership positions (e.g., mentoring, community activism). Alumni reported holding two leadership positions on average.

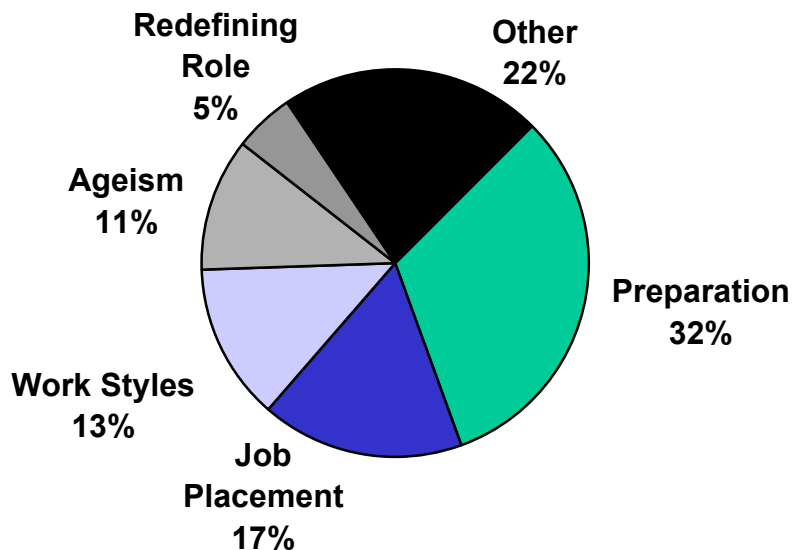
**Figure 9**  
**ACLP Alumni Leadership Roles**



Obstacles to assuming leadership positions experienced by ACLP alumni were identified by 75% of the survey respondents. Cited obstacles were grouped into six categories:

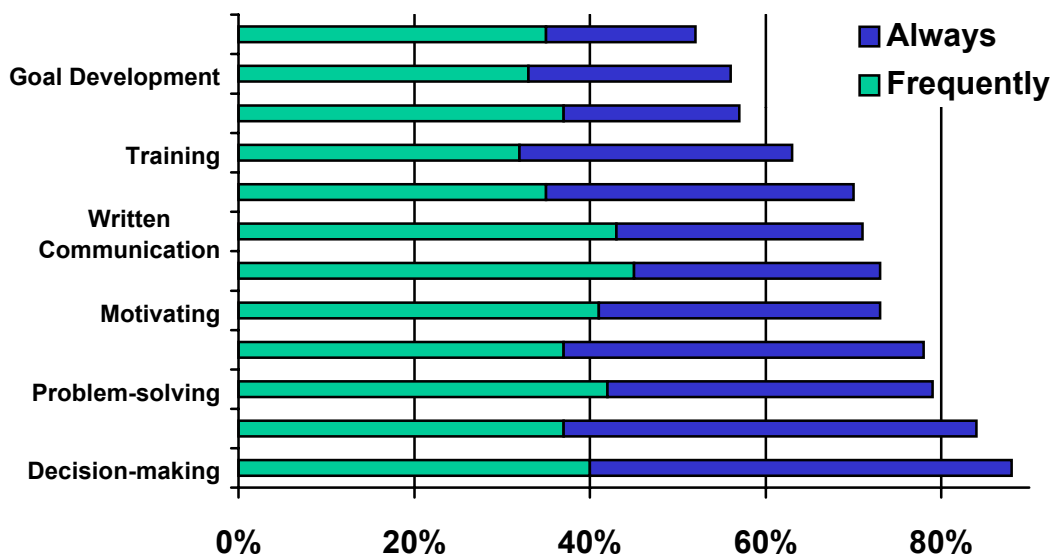
1. Preparation—lack of education, experience, building new networks, transition issues
2. Job Placement—identifying direction, limited opportunities, translating ACLP experience to the job market, finding the right job match
3. Work Styles—differences in work styles, training, and/or vision
4. Ageism—bias against youth in leadership positions
5. Redefining Role within AmeriCorps—transition from ACL to staff
6. Other—including cultural issues, leaving service network, and breakdown of trust

**Figure 10**  
**Obstacles to ACLP Alumni Leadership**



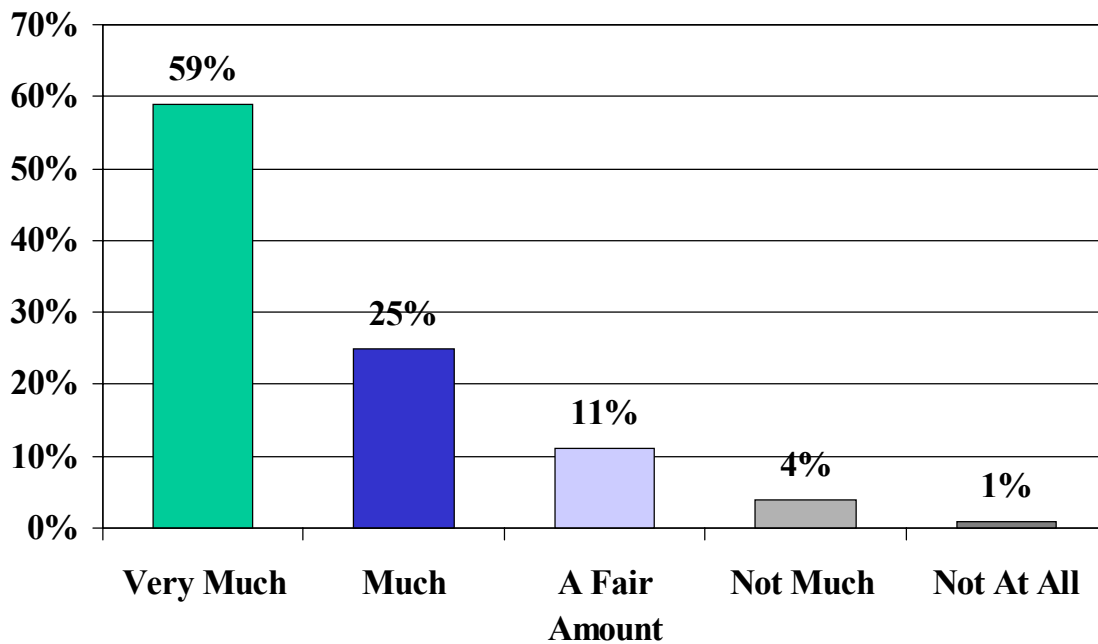
Over three years of programming, the AmeriCorps Leaders Program has developed training in twelve core leadership competencies. Alumni were asked how frequently they used these competencies in their subsequent leadership positions. The most used competencies were decision-making (88%), collaboration and teamwork (84%), problem-solving (79%), and leadership skills (78%). The least utilized leadership competencies were change management (52%), personal and professional goal development (56%), and conflict resolutions (57%).

**Figure 11**  
**Utility of Leadership Competencies**



Overall, five out of every six (84%) ACLP alumni felt their ACLP experience prepared them for leadership roles (responses of “4”=much and “5”=very much). This leadership preparation can be distinguished from the career development preparation that was cited as an obstacle to assuming leadership positions.

**Figure 12**  
**ACLP Effectiveness in Leadership Preparation**



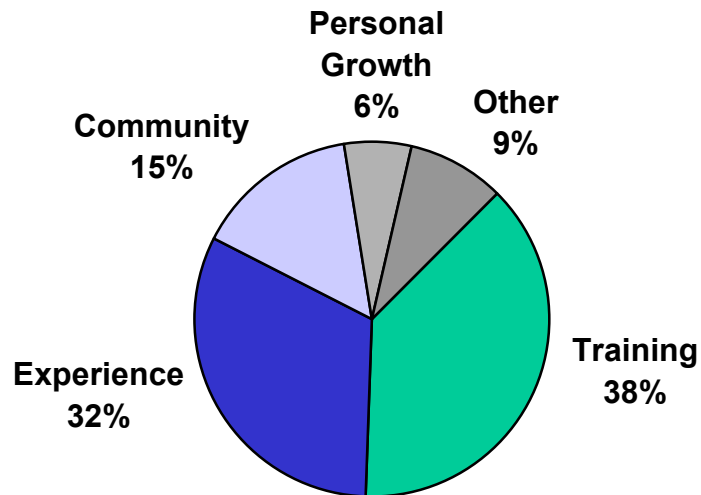
In order to assess the post-service utility of the ACLP experience, alumni were asked to identify the most and least useful aspects with regard to their leadership roles.

The most useful ACLP experiences noted were:

1. Training—in leadership competencies and overall training
2. Experience Gained—as a supervisor and/or trainer; application of training and skills
3. Community Created—by national service, networking, support system
4. Personal Growth—in self-confidence, meeting new challenges
5. Other—change in awareness/perspective, learn new ideas and models, affirmation



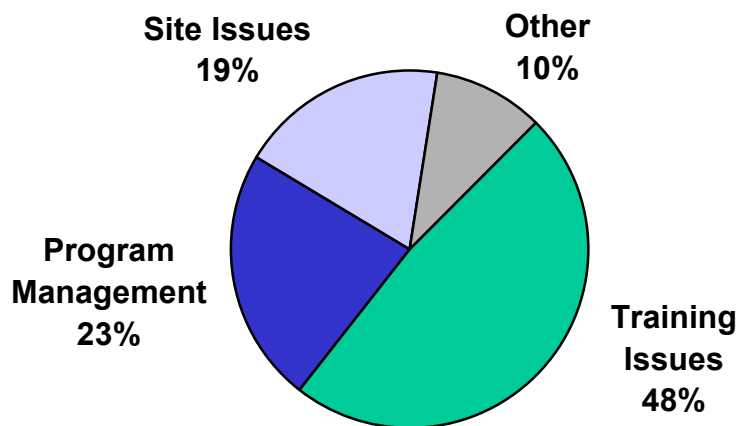
**Figure 13**  
**Aspects of ACL Experience Most Useful in Leadership Positions**



In all, 88% of the respondents noted least useful aspects of their ACLP experience. They identified:

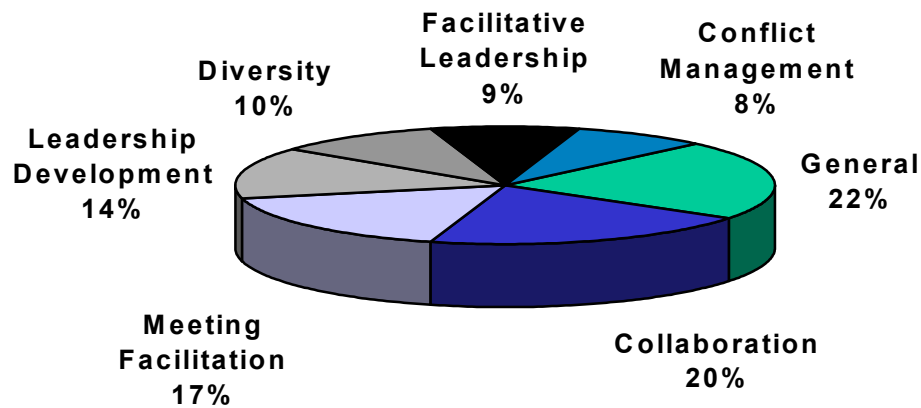
1. Training Issues—ineffective, not applicable, redundant, follow-up needed
2. Program Management—clusters, communication, lack of evaluation/feedback
3. Site Issues—supervision, appropriateness of placement, support provided
4. Other—time constraints, lack of opportunity to practice skills

**Figure 14**  
**Aspects of ACL Experience Least Useful in Leadership Positions**

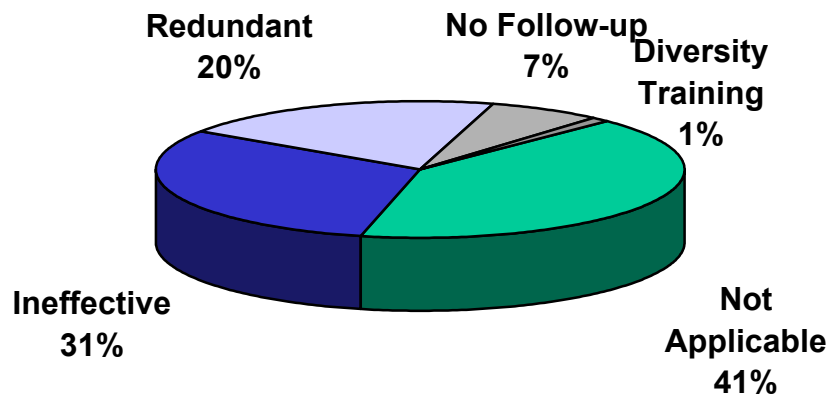


This mention of training as both the most and least useful aspect of the AmeriCorps Leaders experience appears contradictory. However, given the emphasis on training as the primary AmeriCorps Leaders Program development component, it is understandable that the most valuable service and leadership development is gained through training. Also, it would follow that there would be more specific issues concerning the training component of the ACLP.

**Figure 15.a**  
**Specific Training Strengths (N=138)**



**Figure 15.b**  
**Specific Training Issues (N=86)**



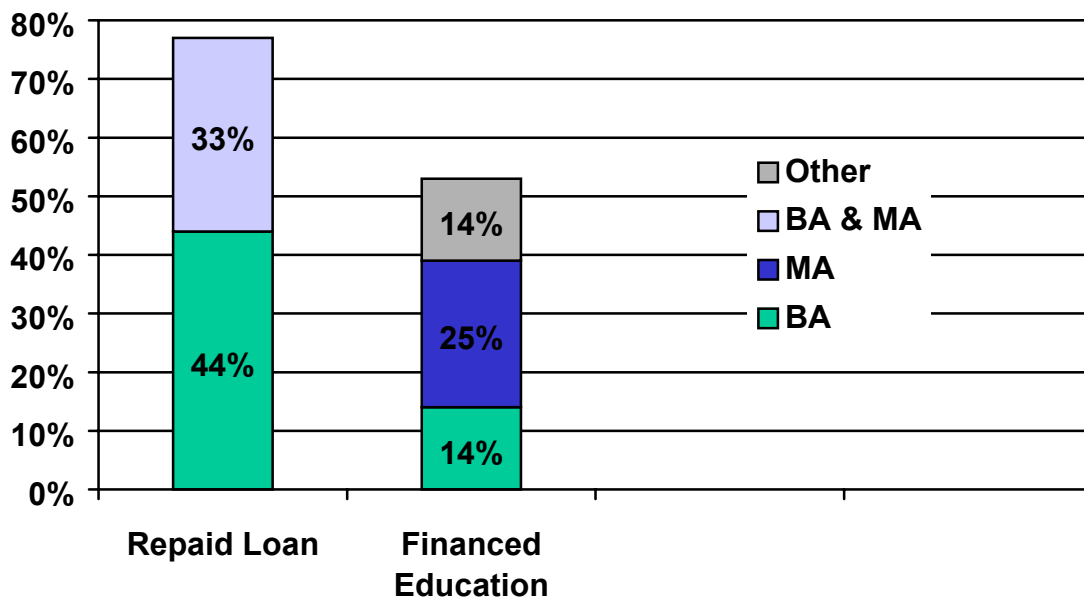
EXPANDING OPPORTUNITY

“I was a single-parent and at one point was on public assistance. I had pretty much give up on continuing my education. Because of my AmeriCorps experience, I have figured out that service is the only way I will be fully challenged and survive. I have decided that social work would be the area that I complete my degree in.”

#### Class 3 AmeriCorps Leader Alumni

Upon successful completion of the AmeriCorps Leader Program, graduates earn a national service education award of approximately \$5,000 (the amount has increased with each year of the program). This award can be used to pay outstanding qualified student loans or to finance future education costs. At the time of the survey, 57% of ACLP alumni reported using their education award. Of this group, 47% applied the education award to repay outstanding student loans. The remaining 53% paid for continued education with their education award. Half of the group used their education award within four and a half month of earning it.

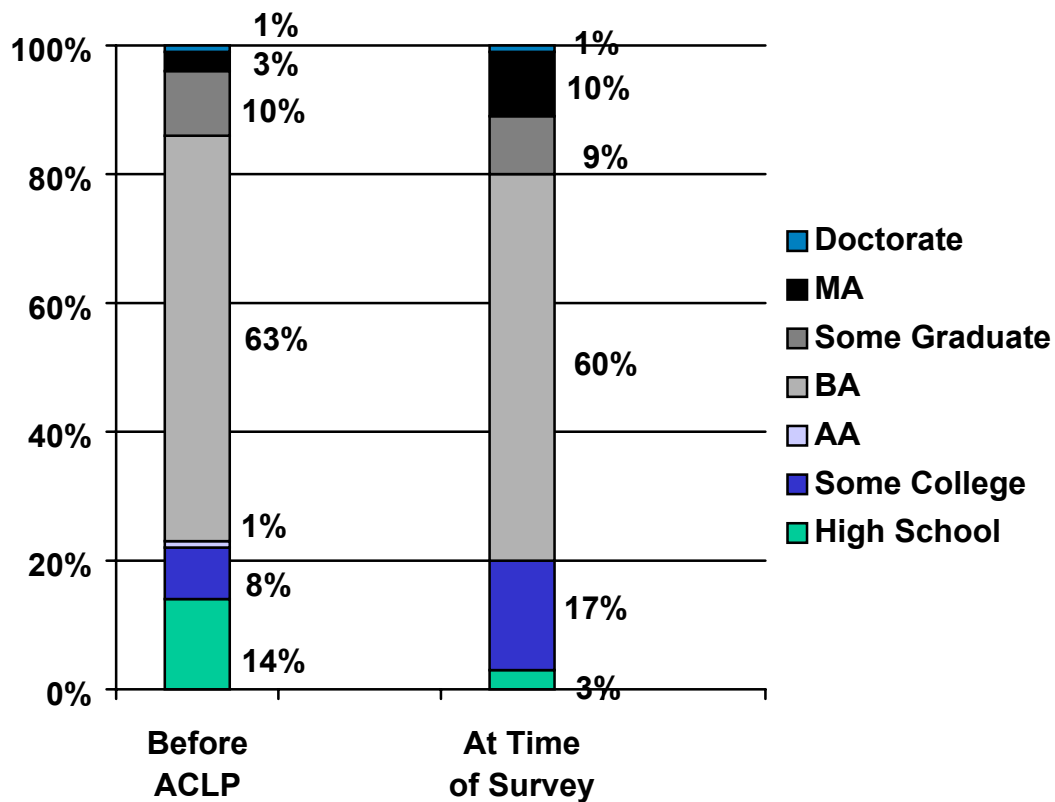
**Figure 16**  
**ACLP Alumni Application of their Education Award**



Educational gains have been achieved by 21% of the ACLP alumni. As might be expected, the earlier classes have higher percentages of alumni furthering their education than later classes. Two and a half year since graduating, one out of every three (32%) Class 1 alumni have advanced their educational status. Over a year and half, nearly one out of every four (23%) Class 2 alumni have done the same. Even within half a year out

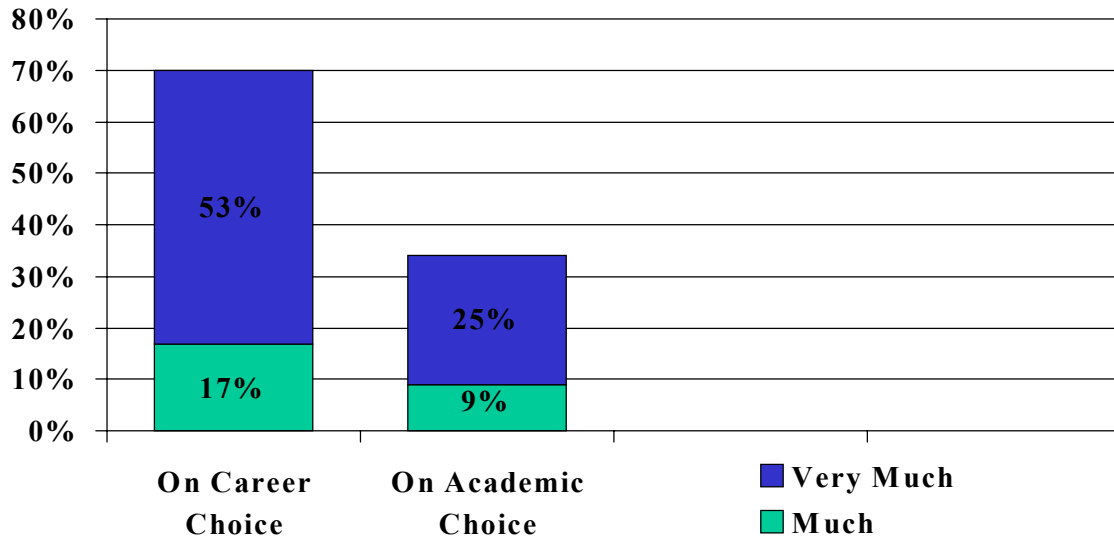
of the program, one out of every eight (12%) Class 3 alumni have continued their education.

**Figure 17**  
**ACLCP Alumni Educational Attainment**



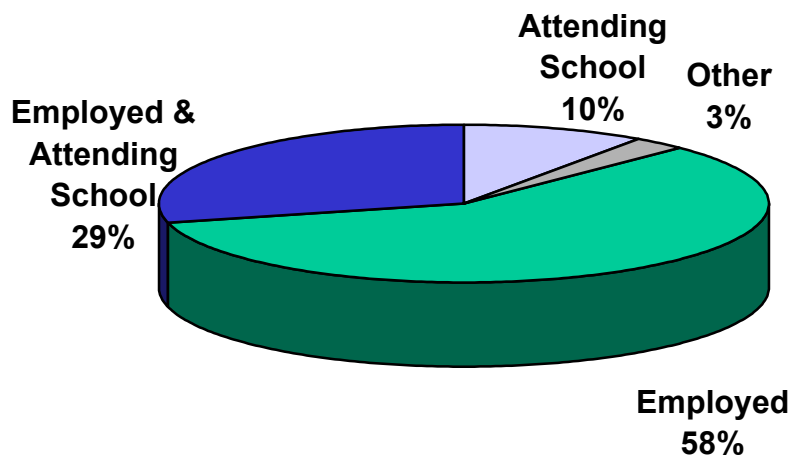
Not only does national service make education more affordable for its participants, it also is a vehicle to prepare AmeriCorps Leaders for a career path in national service. For seven out of every ten (70%) ACLP alumni, the AmeriCorps Leaders' experience had much influence on their career choice. With regards to ACLP alumni's academic choice, the effect was not as pronounced, with one out of every three (34%) alumni reporting much influence.

**Figure 18**  
**Effect of ACLP Experience on Alumni Career & Academic Choices**



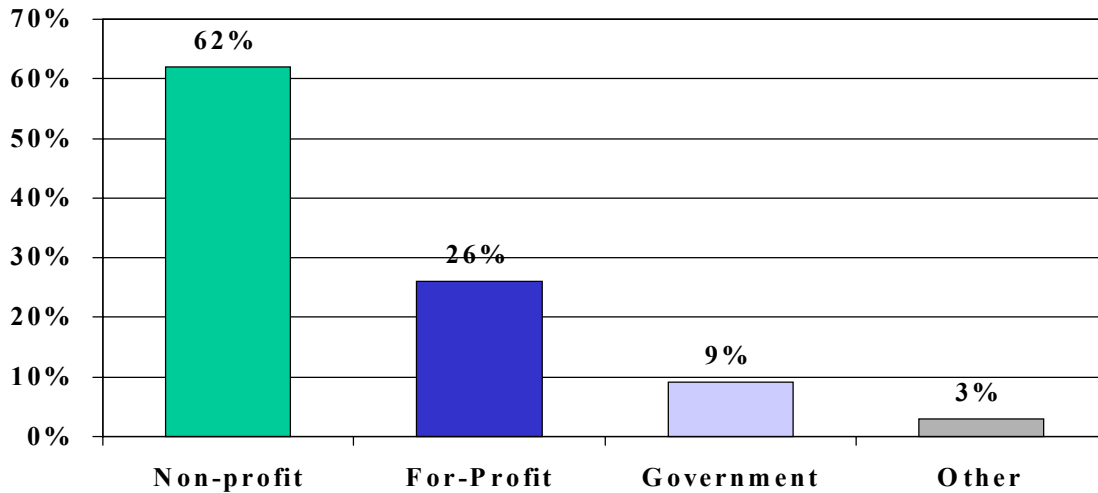
At the time of the survey, 97% of the alumni surveyed were employed or students, and 3% were retired or unemployed. A majority of ACLP alumni (65%) are employed full-time. Another 35% are enrolled in school either full-time (18%) or part-time (17%).

**Figure 19**  
**ACLP Alumni Career Status**



ACLP alumni have predominantly pursued employment in the non-profit sector, for five out of every eight (62%) ACLP alumni. Just over one out of every four alumni (26%) are working in a for-profit organization. Almost one out of every ten (9%) ACLP alumni are government employees. The remaining three percent work in other sectors such as educational institutions.

**Figure 20**  
**ACLP Alumni Sector of Employment**



ACLP alumni experience a considerable degree of professional mobility. A change in employers is common for 6 out of every 10 alumni. Working alumni averaged two employers since graduating.

#### ALUMNI NEEDS & RESOURCES

Having assembled a professional and academic profile of AmeriCorps Leaders alumni, it was necessary to determine what their needs have been to date. A series of open-ended questions were posed to target areas for program growth and alumni service development.

As notes in Figure 5, when asked what they would have done differently in their AmeriCorps Leaders' experience, alumni identified:

1. Developing Skills—time management, communication
2. Networked more—within and without the national service network and their communities
3. Advocated for Self—pressed needs and ideas to others
4. Site Placement—a change in site, management issues
5. Clarified Role & Responsibilities—as a leader within program, ambassadorship
6. Refocus Priorities--a change in service priorities, and a balance of service and personal life
7. Program management—of ACLP and site placement programs
8. Other

“You (the Corporation for National Service) trained us. We’re your instruments and (there’s) no way to find out what is going on (in terms of ) opportunities. We need human resource help in a baby industry (national service).”

### Class 3 AmeriCorps Leader Alumni

Respondents were also asked what alumni services and supports they would institute if they were directing the AmeriCorps Leaders Program. Some (4%) of the alumni surveyed felt alumni services should be managed by the alumni themselves. The remaining respondents requested the following alumni services to be continued and/or provided:

1. Multiple modes of communication (newsletter, listserv, and webpage)
2. Directory of and updates on alumni
3. Networking opportunities
4. Coordination of alumni—including continued involvement with other ACL classes
5. Career Support—job listings, training, professional resource groups
6. Other

Twenty-one percent of alumni report being members of AmeriCorps Alums, Inc., the organization for building a national network of former AmeriCorps members and friends.

Looking back on their AmeriCorps Leaders Program service, ACLP alumni declare that they would:

- |   |      |
|---|------|
| * Join the AmeriCorps Leaders Program again | 98%  |
| * Recommend the ACLP to others              | 100% |

This is a strong endorsement of the AmeriCorps Leaders Program and a natural launching point for expanding the AmeriCorps Leaders alumni network and partnering with AmeriCorps Alums, Inc.. Alumni satisfaction with several aspects of the AmeriCorps Leaders Program increased each year. The program staff continually evaluates AmeriCorps Leaders needs and refines the program accordingly. The quantifiable data presented in this report indicates the programs strengths. It also highlights opportunities to integrate alumni into national service programming by looking at the continuum of a lifetime of service.

## CONCLUSION

### SUMMARY OF FINDINGS

Although AmeriCorps Leaders alumni civic service cannot be solely attributed to their national service experience, the AmeriCorps Leaders experience reinforces the attitudes and values which those who approach national service already have. It was rare that AmeriCorps was the first volunteer experience for participants. For all the difficulties of negotiating the multiple roles and alliances of an AmeriCorps Leader, ACLP alumni have a positive view of the efficacy of national service and of its importance to community development. The ACLP enabled participants to learn and practice their leadership skills. These opportunities extend beyond the year of service. Alumni maintain their connection and contributions to national service in the field and with the Corporation for National Service. They continue to employ the skills, experiences, and networks formed through their AmeriCorps Leaders experience.

The ethic of service is practiced by 92% of the ACLP alumni surveyed. Of those continuing to serve, 72% are involved in on-going service activities focusing primarily on education and human needs. Over eight out of every ten (87%) ACLP alumni intends to stay in the service field. ACLP alumni continue to engage in citizen service.

In addition to getting things done, ACLP alumni strengthen communities by maintaining their national service networks. A full 87% of the ACLP alumni remain involved in national service through employment or volunteer activities. AmeriCorps Leaders Program alumni remain in contact with other ACLP alumni (96%) and AmeriCorps Members (88%), forming an rich informal network for national service. Only 21% of alumni were members of the formal AmeriCorps Alums, Inc. organization at the time of the survey. There is an opportunity to expand the leadership and formalize the network of ACLP in partnership with AmeriCorps Alums, Inc..

ACLP alumni are exercising leadership on a communities, state, and national level. Ninety-two percent of ACLP alumni have held leadership position, most in the national service arena (42%). The Corporation for National Service effectively created opportunities for ACLP alumni to demonstrate national service leadership as ACLP cluster coaches, National Service Institute small group facilitators, campus recruiters, and State Corporation staff. State Commissions and national service grantees have also sought to retain the expertise of ACLP alumni in staff positions. These beginnings of a career lattice/ladder within the field of national service should be documented and disseminated to the field. Cited obstacles to assuming leadership positions were preparation (education and experience), job placement, differences in work styles, ageism against youth, and redefinition their role from ACL to AmeriCorps staff. Both the ACLP and AmeriCorps Alums can address these issues on a national level.

Professional and educational opportunities are expanded for ACLP participants. The AmeriCorps experience has effected the career choice of 7 out of every 10 ACLP alumni. It also enabled 30% of the alumni to finance further education. With 62% of ACLP



alumni employed in non-profits and 87% planning to stay in the field of service, a strong base for professional networking has been created. This population has great need for a strong networking system. The geographic and professional mobility of ACLP alumni creates an expanding network that presents administrative challenges of tracking and coordination.

It is important to note that personal and professional goal development and change management were alumni's least used leadership competencies. These skills seem particularly relevant to the needs of alumni who relocate and change jobs as frequently as this population. Training or follow-up may be modified to better meet the needs of this large segment of ACLP alumni.

And finally, graduates of the AmeriCorps Leaders Program are supportive of the program. Given the opportunity to join the AmeriCorps Leaders Program again, 98% report that they would make the same decision. Alumni also give the program a resounding endorsement with 100% of the alumni recommending the AmeriCorps Leaders program to others.

## RECOMMENDATIONS

The following recommendations focus on program management, alumni services, future evaluation issues surfaced by this research. Strategies are based on alumni strengths and interests expressed through the surveys. This all relates to the Corporation for National Service's strategic goals four and five<sup>5</sup>:

Goal Four: Service will become a common expectation and experience of Americans as an integral part of civic responsibility.

Goal Five: The Corporation will develop and maintain sound organizational systems and effective partnerships with the wider national service network.

Overall, AmeriCorps Leaders Program alumni are satisfied with their experience. There are two areas of AmeriCorps Leaders Program management that could be improved to better meet participants needs: training of AmeriCorps Leaders and site management by the ACLP.

Since the majority of the AmeriCorps Leaders Program experience is imparted through trainings, it is not surprising that training-related issues were most frequently cited as both the most and least useful aspects of the experience. Specific problems were noted in the applicability and quality of the training. This issue needs to be addressed both by the ACLP staff and sites. There were also requests for follow-up to training. A continued leadership development training curriculum could be developed to meet the range of needs and skills of AmeriCorps leaders and alumni. These training conferences would

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<sup>5</sup> Strategic Plan—Corporation for National Service. Fiscal Years 1997 to 2002, September 1997

involve ACLP alumni across classes and serve as mini-reunions. It would also help network current ACL with alumni in an interactive setting. Some alumni expressed interest in paying to attend such a training and a great number are interested in a reunion.

A third of the respondents felt they were not fully prepared for the leadership positions they assumed after graduation. This was a common response for those who now administer national service programs. In particular, alumni stated they needed more experience in grant writing and budgeting. While these activities are not allowable service activities for an ACL to perform for a site, the ACLP may be able to introduce those skills. For example, AmeriCorps leaders could submit proposals to the State Commissions for Professional Development and Training Funds (PDAT) for an intercorps council to fund additional training or service projects. Creative solutions can be developed within the AmeriCorps guidelines.

It is noted that ACLP alumni are a mobile population. However the leadership competencies helpful in these transitions—personal & professional goal development, change management, and conflict resolution—are the least used skills. While it may be that they are not used as frequently as the other skills, there is an underlying issue of mastery of these skills. Training improvements or follow-up support may be useful in preparing alumni to apply these skills.

It is important to recognize that the AmeriCorps Leaders Program is satisfying more alumni with each program year. A noticeable area for program improvement is the site placement management. While year three changes in the application and matching process may have been effective in matching a leader's skills with a site's needs<sup>6</sup>, alumni satisfaction with training and support provided by the site remain issues. Alumni satisfaction with the site training was significantly lower than with the overall program and ACLP training. Site support and management issues were cited both in the least useful aspects of the AmeriCorps Leader experience and changes alumni would have made.

Areas in which site management can be improved in are:

Supervision—The most conflict seemed to arise when there was a difference in understanding ACLP leadership philosophy and fostering its development at the site. This can be screened in the application process. It can also be fostered through site supervisor trainings. A lack of site accountability to provide promised support (e.g. office space, technology, and training) was an obstacle for a number of leaders. If the sites contractually commit to provide such support, the AmeriCorps Leaders Program should implement consequences to the site if this obligation is not fulfilled. Leaders described the failure to receive such support as impacting their ability to perform and network to the degree that they expected. Sites need to clarify the leader's roles and responsibilities and revisit them periodically. Experiences need to be tailored to site needs and leaders career goals at the beginning of the year. Creating opportunities to practice skills learned from ACLP, providing training in areas not addressed,

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<sup>6</sup> Macro International's 1997 *Evaluation Report—Year Three AmeriCorps Leaders Program (ACLP)*

opportunities for leadership can be developed. Evaluation and feedback from site to leader are critical to motivate leaders and identify program adjustments necessary to keep on track. Several alumni have gone on to supervise an AmeriCorps Leader. Their ability to express both the ACL and the supervisor perspective could be invaluable to incoming or struggling supervisors. Supervisor development may be achieved by networking these two populations and possibly establishing a formal mentoring system. This would expand the career lattice the ACLP has structured.

**Trainings**—In partnership with sites, ACLP can address training issues by having sites design an AmeriCorps Leader development plan with their leaders. The goal of this plan would be to ensure that the ACLP training is relevant to the leaders activities at the site. The dialogue should assess a leader’s training needs, develop opportunities to practice emerging leadership competencies, and strategies to transfer ACLP training to site staff and AmeriCorps members. This should be a mutual agreement signed by both parties and submitted to the AmeriCorps Leaders Program. A mid-service and end-of-service evaluation and feedback session should be conducted by the site supervisor and their leader. The AmeriCorps Leader Program could support this process by providing guidelines, templates, and coaching. Including a discussion of progress on the AmeriCorps Leader development plan in the progress report would emphasize the importance of this program component and enable the ACLP staff to assess how the ACLP training is being transferred to the field. By identifying how ACL will use their service year to improve the site and advance their career goals, activities and trainings can be tailored to prepare each individual for success after AmeriCorps.

## Alumni Services

The AmeriCorps Leaders Program supports its alumni by informal mentoring, program updates in the *Leader’s Digest* and AmeriCorps Leaders listserv, and through professional engagement as cluster coaches and small group facilitators. Fortunately the AmeriCorps Leaders Program is not alone in its efforts to support their alumni. The national service alumni organization, AmeriCorps Alums, Inc. is growing in numbers and services. Having assessed ACLP alumni needs, it must be determined which organization can be the primary source of each service, then formulate ways AmeriCorps Alums and the ACLP can coordinate their blossoming partnership. It is yet another opportunity for the AmeriCorps Leaders Program to create a model for all AmeriCorps programs.

AmeriCorps Alums, Inc.’s mission is to build a national network of former AmeriCorps members and friends who are ensuring that AmeriCorps is a year in a lifetime of service. Currently, AmeriCorps Alums provides alumni services to support members in their transition from AmeriCorps, guaranteeing the continued success of national service, and ensuring a lifetime of service. Specific services available are:

**Smoothing the Transition**—career leads in a monthly *Community Jobs* listing for the United States and international service, communication links through the

*Alum Action* newsletter, listserv, and website, and career development training

Guaranteeing the Continued Success of National Service—enhance AmeriCorps programs through continued participation with recruiting, training & evaluation, congressional updates. In the process of establishing affiliate network on East coast (Baltimore, Philadelphia, Washington, D.C.)

A Lifetime of Service—fulfill an America's Promise commitment in on-going service leadership, promote volunteer and leadership opportunities, to be an organization for alumni run by alumni

In comparing desired ACLP alumni services and the array of AmeriCorps Alums services, a great deal of overlap is apparent in career support service and alumni networks. Since only 21% of the ACLP alumni are AmeriCorps Alums members, the AmeriCorps Leaders Program is the best source for ACLP alumni directories and updates. Both ACLP and AmeriCorps Alums are conducting outreach in the forms preferred by ACLP alumni. ACLP alumni want to remain connected to the national service network through a newsletter, listserv, and web site. These are the primary modes of communication to the alumni population for both groups. Exchanging articles and information would be a way for limited staff to address similar alumni issues and further link their services.

Career support services are also an alumni priority. AmeriCorps Alums staff developed and delivered a career development training for the field. It is designed to introduce potential members to AmeriCorps Alums' services and to assist them in preparing for life after AmeriCorps service. *Community Jobs*, a monthly listing for the United States and international service, is posted on the AmeriCorps Alums listserv to introduce alumni to career opportunities. AmeriCorps Alums is aggressively expanding their membership. Under a new agreement with the Corporation for National Service, new AmeriCorps alumni can release their information to AmeriCorps Alums, Inc.. This provides a national mechanism for AmeriCorps Alums to connect with potential members for the first time. Prior to this year, membership recruitment was conducted through partnerships with local programs and word of mouth. And finally, AmeriCorps Alums is developing the capacity to network alumni locally and nationally. In an effort to network the growing membership, AmeriCorps Alums affiliates have been initiated in Baltimore (MD), Philadelphia (PA), and Washington (DC). Other benefits of membership in the AmeriCorps Alums network are maintaining a continued presence in the field of national service, connection to service opportunities, and access to leadership positions.

Great initiatives to strengthen the national service alumni network await the ACLP and AmeriCorps Alums. There are a number of low hanging fruit of the labor of both organizations that are ripe for the picking:

Coordination of alumni service delivery—The AmeriCorps Leaders Program is beginning to shift some of its alumni service delivery responsibilities to AmeriCorps

Alums. They have integrated AmeriCorps Alums staff into their In-service (mid-year) and Continuation of Service (end of the year) trainings. Future efforts should continue to position AmeriCorps Alums, Inc. as the primary source for alumni services, thus freeing the ACLP staff to focus on current AmeriCorps Leader development.

AmeriCorps Alums membership development— For both organizations, the geographic and professional mobility of AmeriCorps Leaders Program alumni present the greatest challenge to effectively servicing and engaging graduates of the program. The AmeriCorps Leaders Program does not have a formal system of tracking alumni. The current database is updated when the program is notified of a change of address or career status by the ACLP alumni or through the informal network that exists. A historical record of the alumni's location and professional moves could be used to network alumni, engage them as ACLP resources, and to promote national service in communities.

At the ACLP trainings mentioned above, AmeriCorps Alums has recruited the current class of AmeriCorps Leaders, since they are alumni of one year of national service. AmeriCorps Alums has also been featured in the ACLP newsletter, *Leader's Digest*, and discussed in the ACLP alumni surveys conducted. Continued efforts to recruit members of the three graduated classes is recommended.

Affiliate network development — The informal ACLP alumni network is extensive. Over ninety-five percent of the alumni maintain contact with one another. Connections with their ACLP site placement and other AmeriCorps members is common for more than 85% of ACLP alumni. While eighty-one alumni (72%) continue their relationships with the AmeriCorps Leaders staff for support, increases in this population are predicted as subsequent classes graduate. Therefore staffing responsibilities and requirements must be considered. A majority of the ACLP report contacting the ACLP staff by phone. They also report contacting staff to maintain a personal connection. These issues should be considered when structuring future alumni service delivery systems.

While the somewhat nomadic nature of ACLP alumni presents a programmatic challenge, it also provides a valuable resource and alumni service opportunity. With every move, alumni leave behind a network and seek networking opportunities. The one hundred-thirteen ACLP alumni surveyed reside in, 32 states and seven foreign countries. They are a strong presence in the states of California, New York, Pennsylvania, Texas, and Washington. These proven national service leaders could help establish new affiliates in these states. This national alumni network could also be leveraged by both ACLP and AmeriCorps Alums to provide local and regional support for the current ACLP class and other alumni.

This national network could also assist in career counseling on a more individualized basis for alumni. The need to decide next steps, locating career opportunities, and finding a good job match were noted by ACLP alumni. The professional network could deliver private consultation and job leads. Being a presence in the community as an affiliate group would increase public awareness and appreciation for the impact of AmeriCorps on communities and the experience of those that have served.

## Future Evaluation

Broader application of this study within the AmeriCorps network requires careful examination of the audience, scope, and management of information to be collected. Two of the challenges in implementing this research were the lack of current contact information for ACLP alumni and the lack of pre-AmeriCorps service behavior and attitudes of program participants. As mentioned under alumni services, the Corporation for National Service and AmeriCorps Alums, Inc. will share alumni information as of this 1997-1998 program year. As a result of this survey, contact information has been confirmed for all but three (2%) of Class 1 through Class 3 ACLP alumni. Options for maintaining an accurate database of alumni are discussed below. In order to conduct an impact study on the role of the AmeriCorps experience on civic service, a pre-AmeriCorps service data must be collected. The population to be studied may determine who administers the research.

Alumni tracking models can be found within the Corporation for National Service, The AmeriCorps VISTA program distribute a postage paid response card to alumni. They request address and occupation updates and a consent to release the information to other alumni groups (OMB Approval No. 3001-0134). A similar document could be used to track AmeriCorps Leader alumni. Based on the statistics that 64% of Class 3 had moved at least once when surveyed, an initial mailing within the first six months of graduation is recommended. This timeline should allow for ACLP alumni to settle into professional transitions. Transition issues may be explored and responses provided. It should also be easier to track a “missing” alumni’s movements over a six month period. The AmeriCorps alumni proved to be excellent sources for locating other alumni. The growing alumni pool may require additional ACLP staffing or a shift in staff responsibilities. The program may consider outsourcing this program function to AmeriCorps Alums. Programs with similar alumni databases to be explored are the Peace Corps and City Year.

Indeed, service is a common expectation for AmeriCorps Leaders Program alumni. In order to assess the impact of the AmeriCorps experience on instilling service as a civic responsibility, baseline data on pre-AmeriCorps service behavior and attitudes are needed. One mechanism for collecting baseline data may be the Corporation for National Service Enrollment Form (OMB Approval #3045-0006). Follow-up data may be gathered through a post-service survey to alumni distributed through the National Service Trust Office when alumni submit their education award vouchers. However, this system will exclude alumni who never use their education awards. An alternative system may be set-up for this population to be represented. By centralizing the pre- and post-service data collection on volunteer behavior in the Corporation, it ensures that the both sets of data are available for comparison. A logical alternative would be for AmeriCorps Alums to administer the post-service survey. Strong coordination between the Corporation and AmeriCorps Alums will be needed to develop the pre- and post-survey and to plan for

sharing the data collected. While a practical pre- and post-service survey instrument can be developed and distributed by Corporation grantees, a system to collect and analyze the data from the field will be necessary to produce any national findings. The Corporation will need to determine their needs before they target the scope of study and structure an information management system.

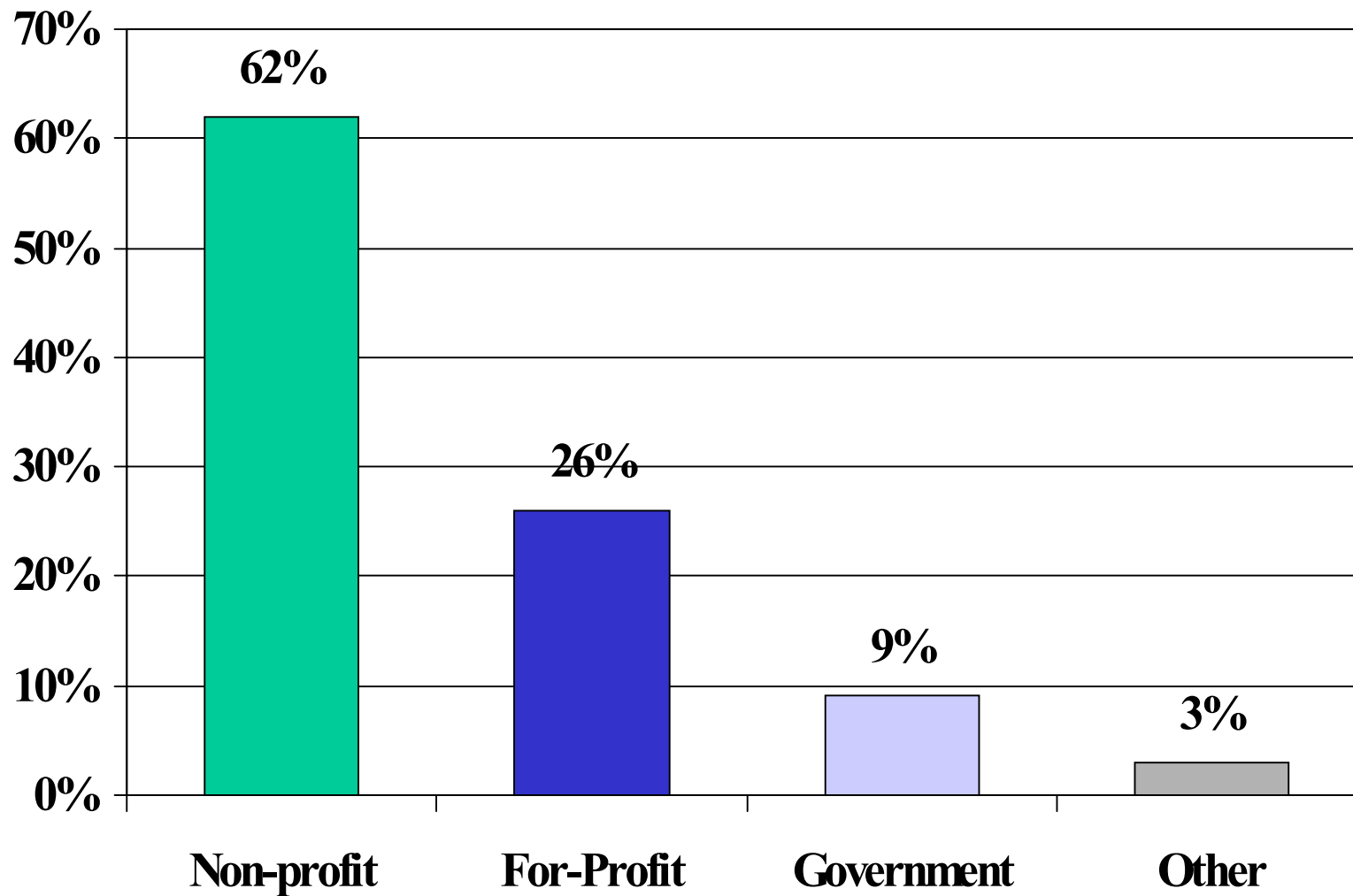
This research also highlights the areas in which the AmeriCorps Leaders Program has created a program model for continued leadership and national service. It is recommended that the best practices of AmeriCorps Leaders Program leadership competency training, ideas for application of these skills, as well as structured leadership opportunities that continue to engage alumni in national service be documented. This manual would be an invaluable resource for new AmeriCorps Leaders Program sites and the field at large. A best practices manual on developing national service leadership would provide programs with a tool to improve training and support for emerging civic service leaders into the future.

“It’s important to me to continue to improve the community and to be involved and partly the leader training helped to instill those values in me. It’s not part of my upbringing or my family...yet.”

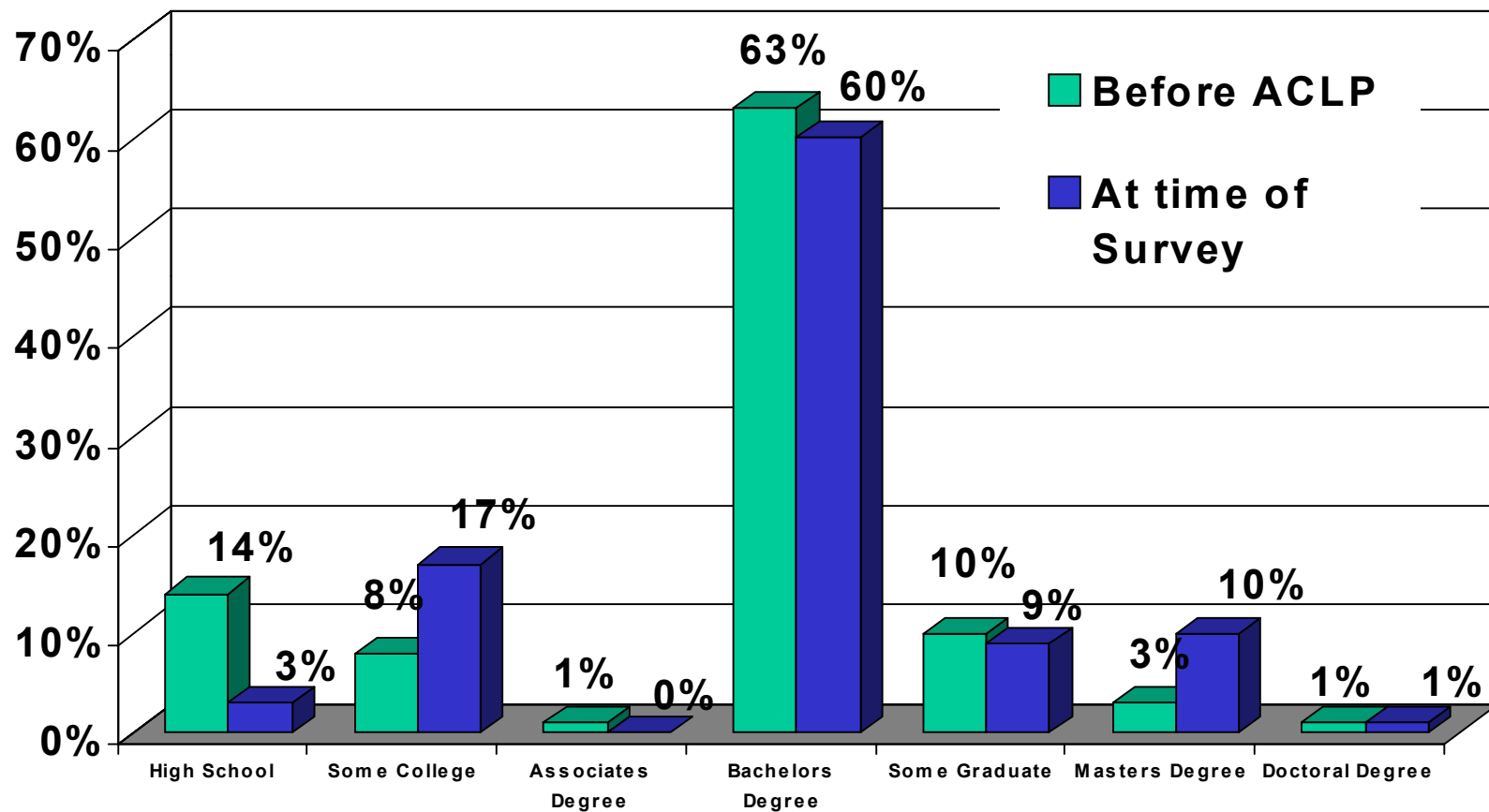
Class 2 AmeriCorps Leader Alumni

**APPENDIX A**  
**ADDITIONAL FIGURES**

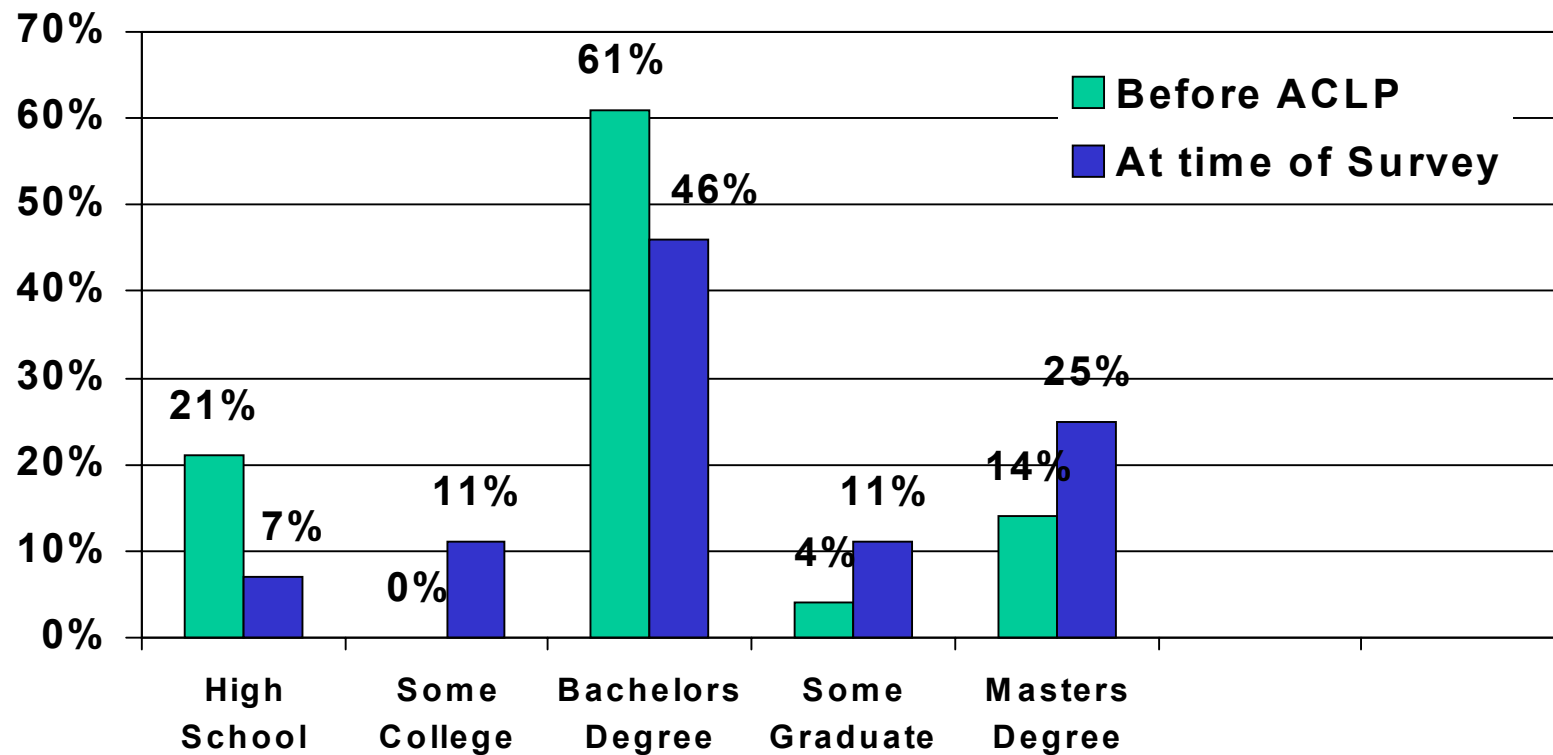




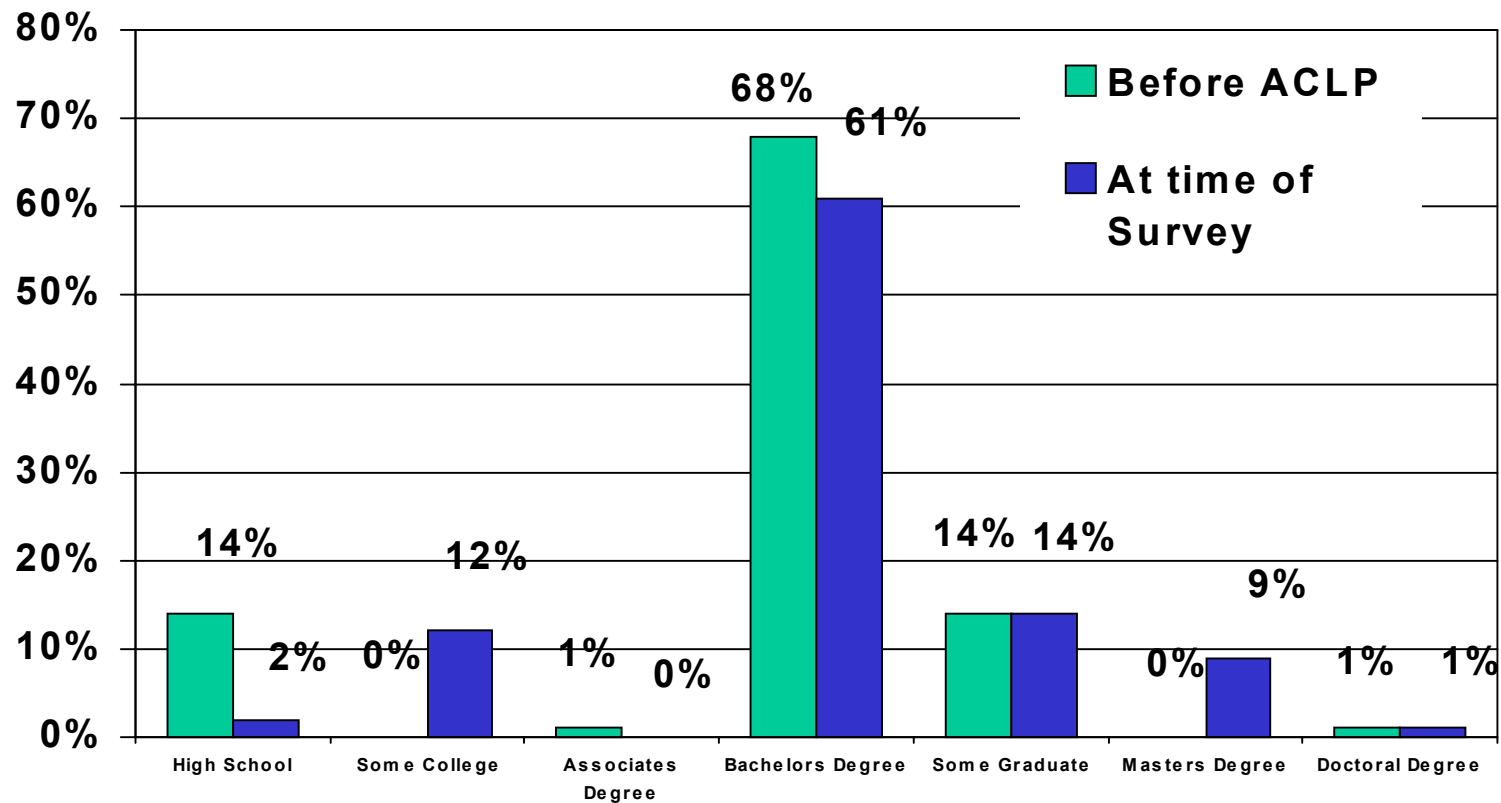
**Figure A.2**  
**ACLP Alumni Educational Attainment**  
**Pre-ACL vs. Current**



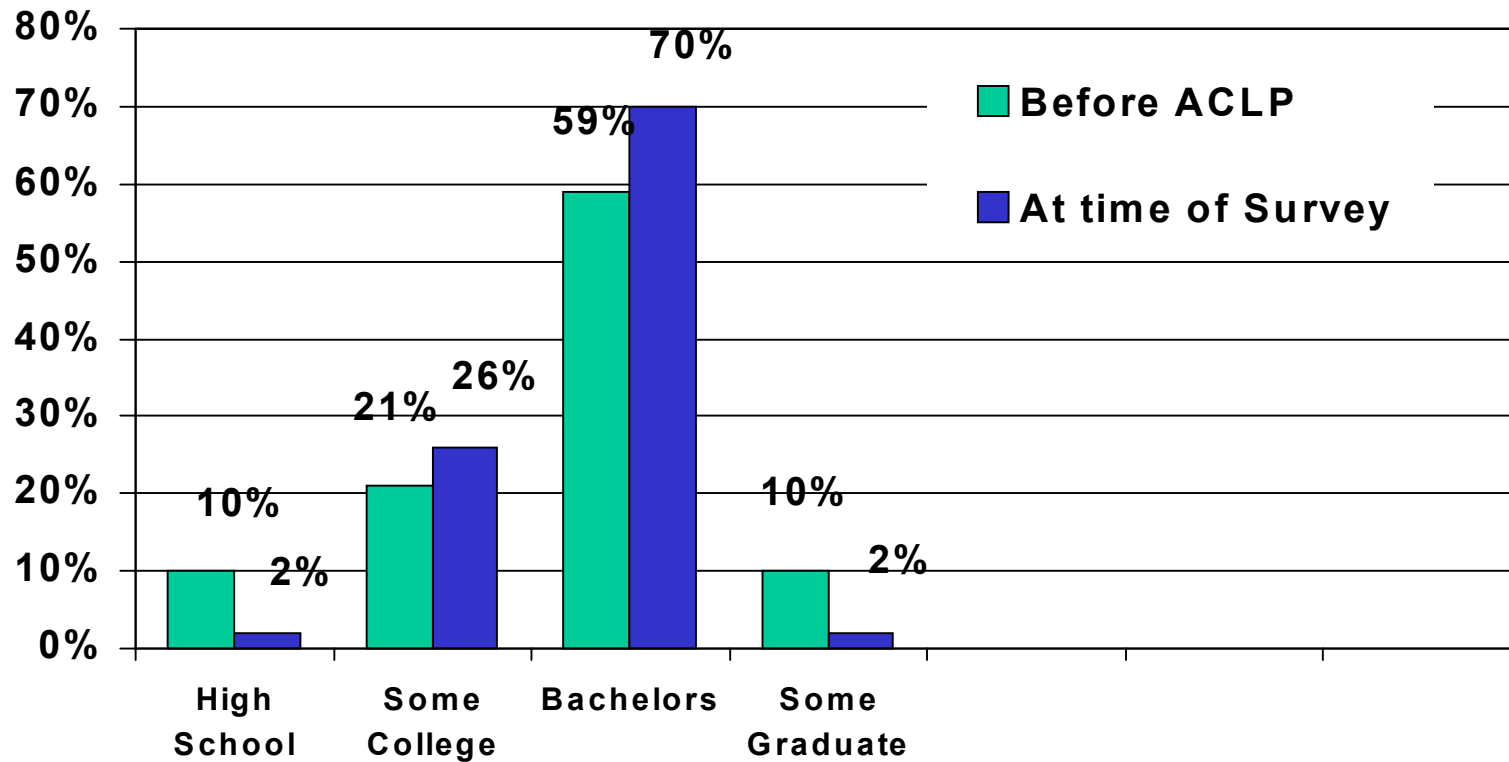
**Figure A.3.a**  
**ACLP Alumni Educational Advancement of Class 1**



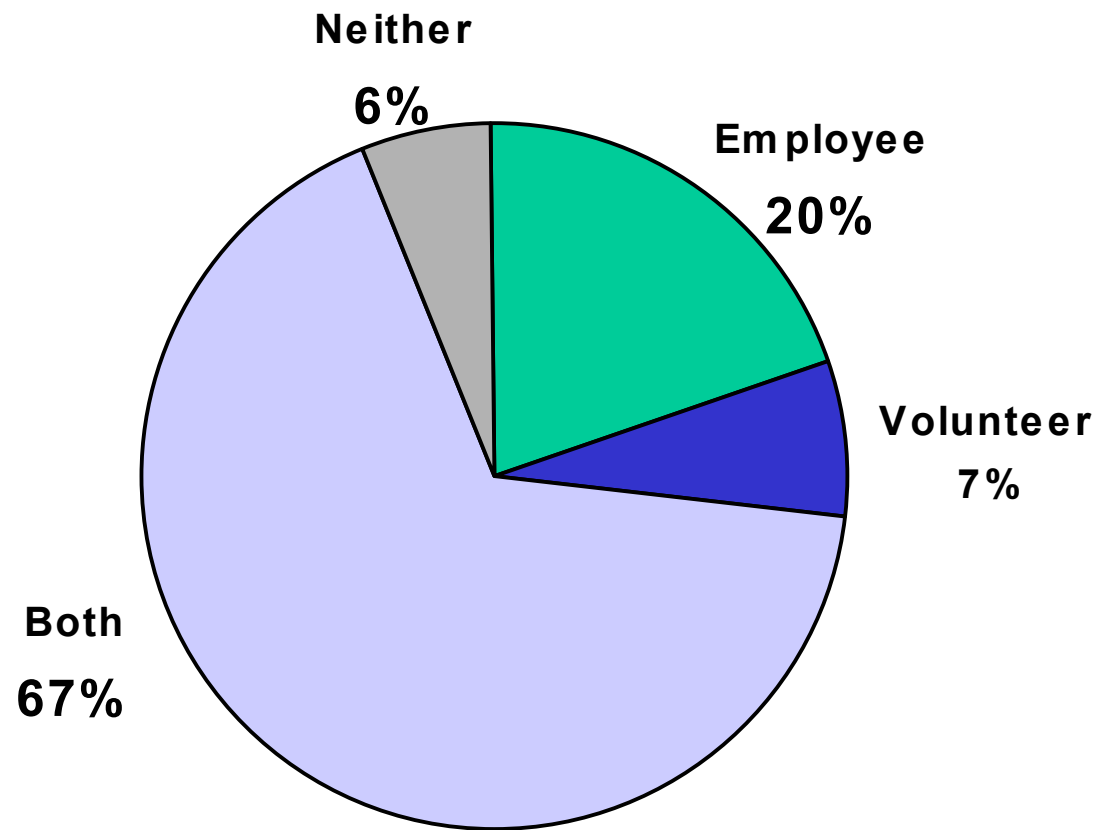
**Figure A.3.b**  
**ACLP Alumni Educational Advancement of Class 2**



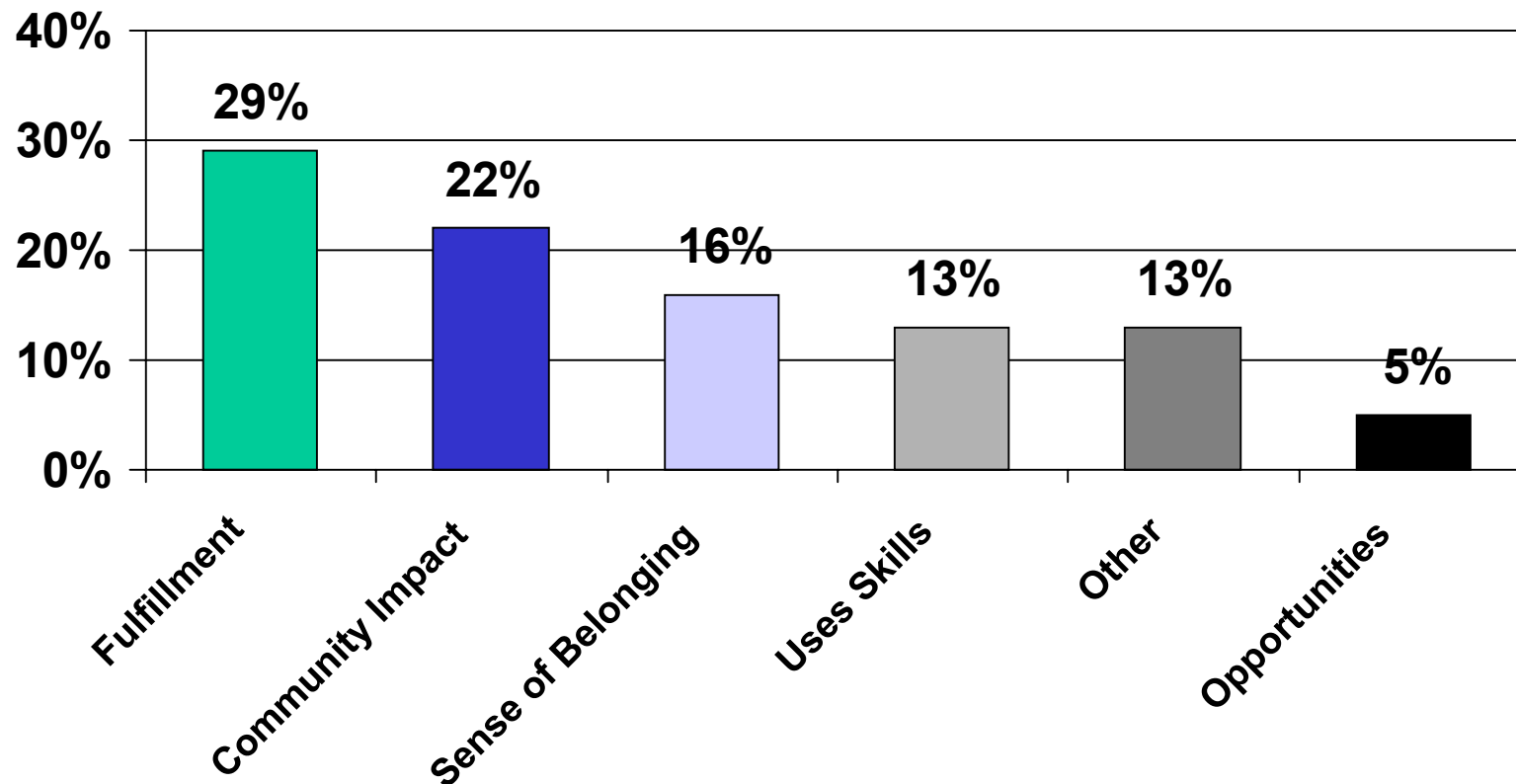
**Figure A.3.c**  
**ACLP Alumni Educational Advancement of Class 3**



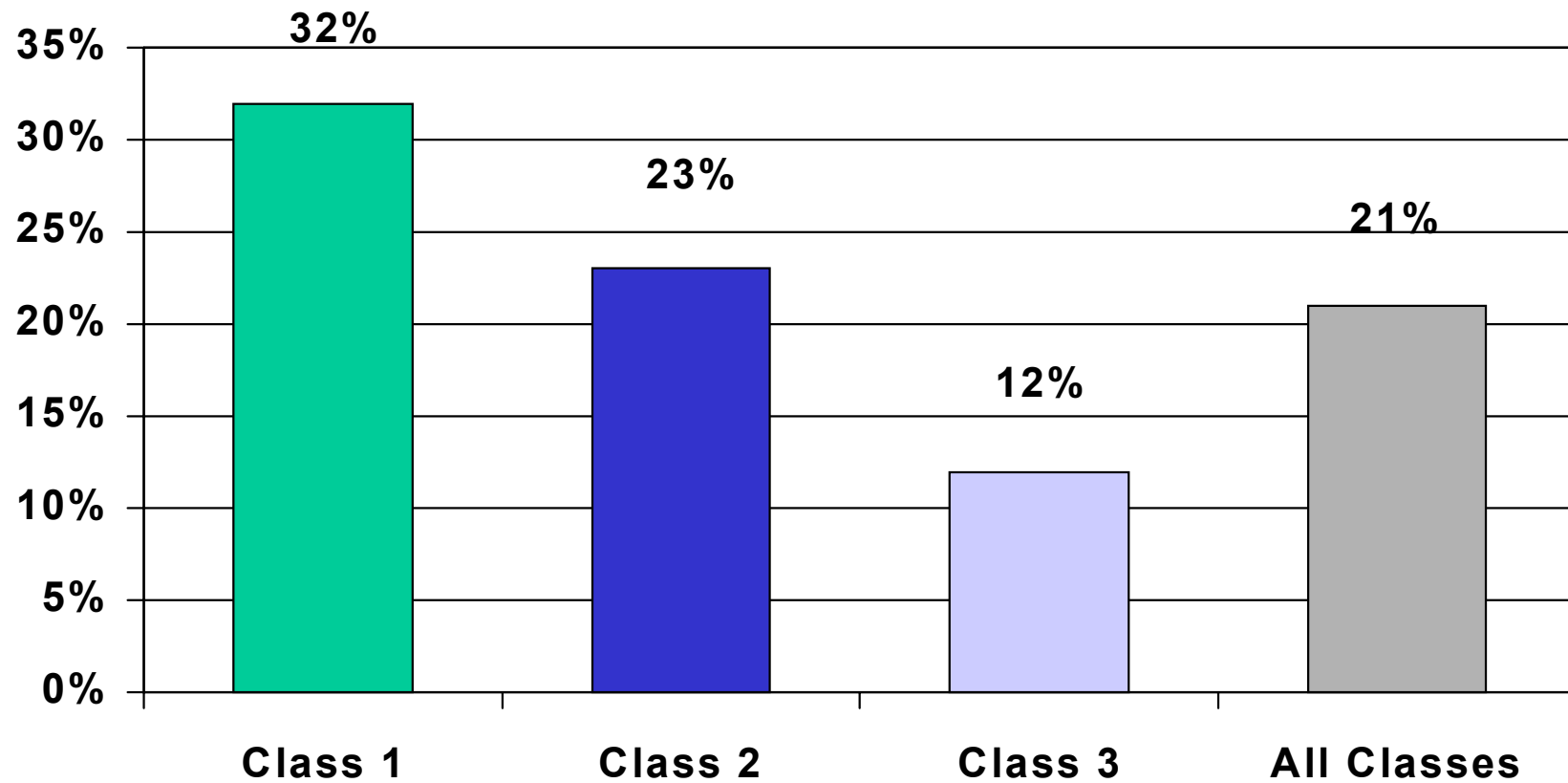
**Figure A.4**  
**ACLCP Alumni Continuation of Service by Capacity**



**Figure A.5**  
**ACLP Alumni Cited Reasons for Continuing to Serve**



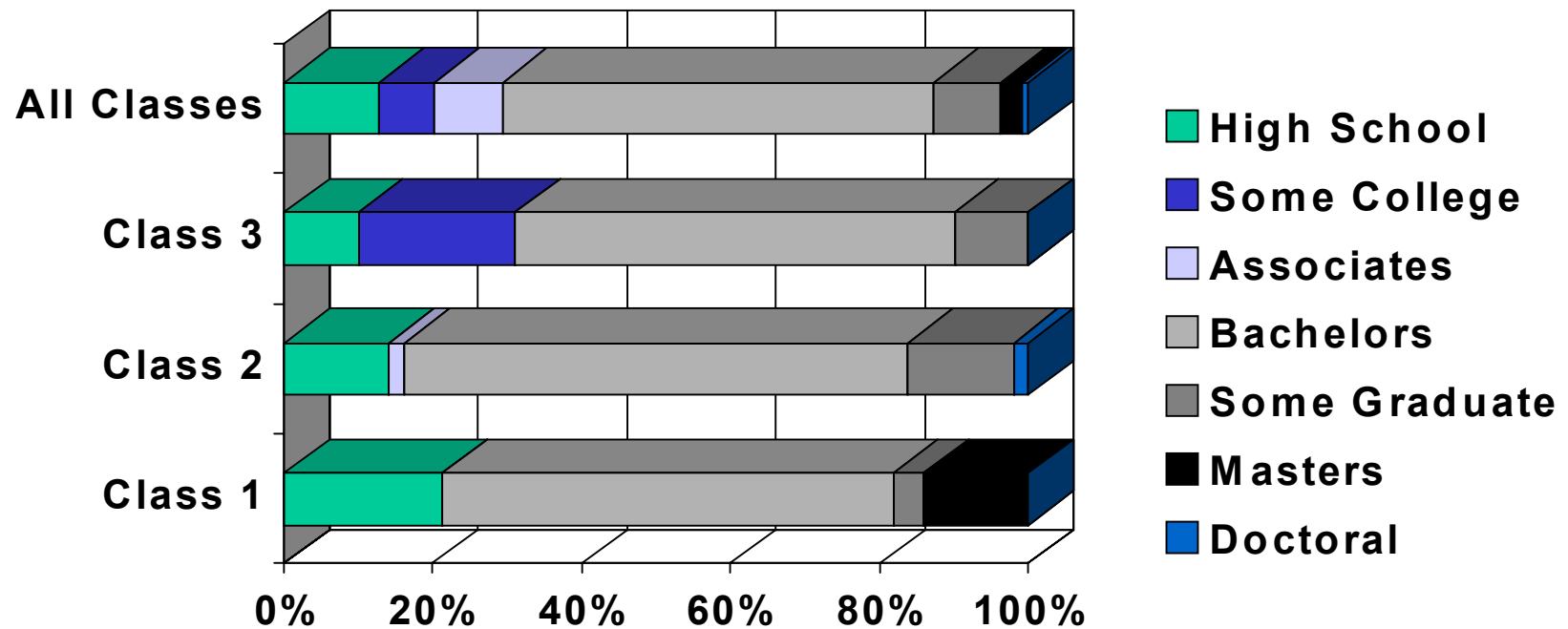
**Figure A.6**  
**ACLP Alumni Advancing Education Since Graduating**



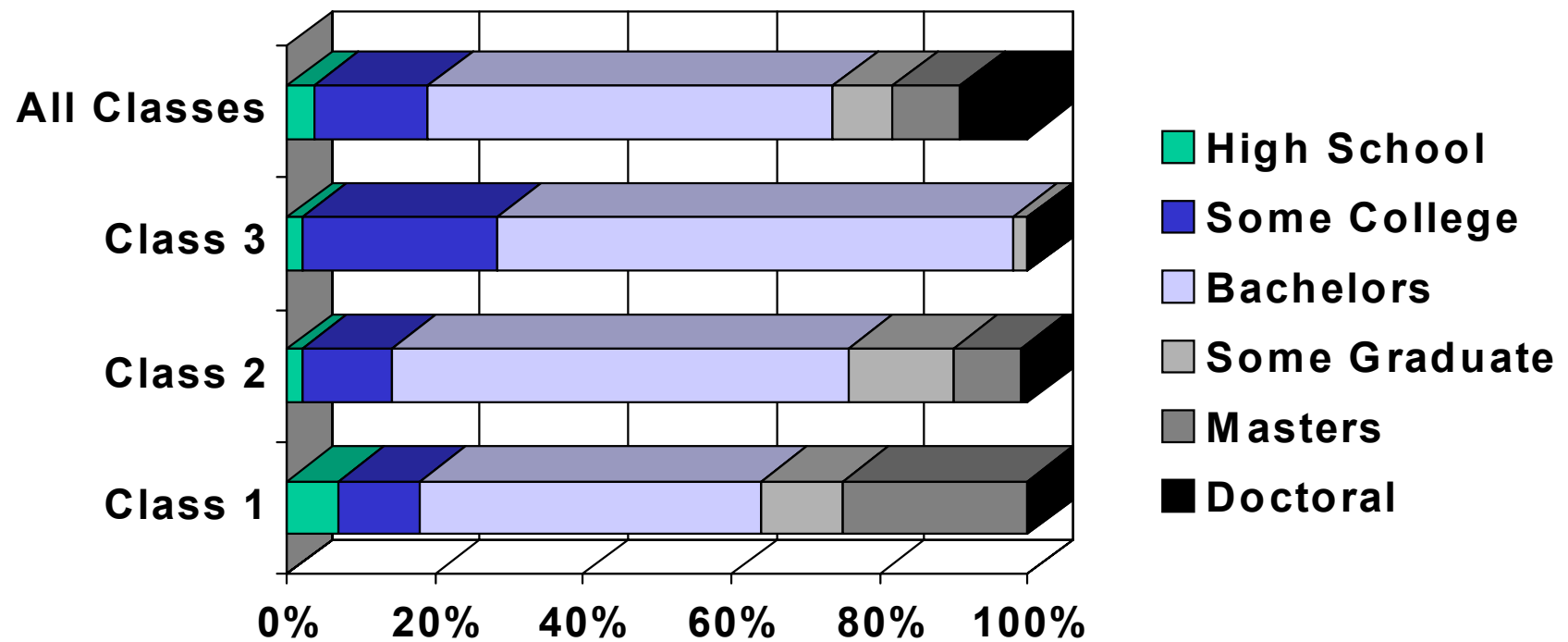


# Figure A.7.a

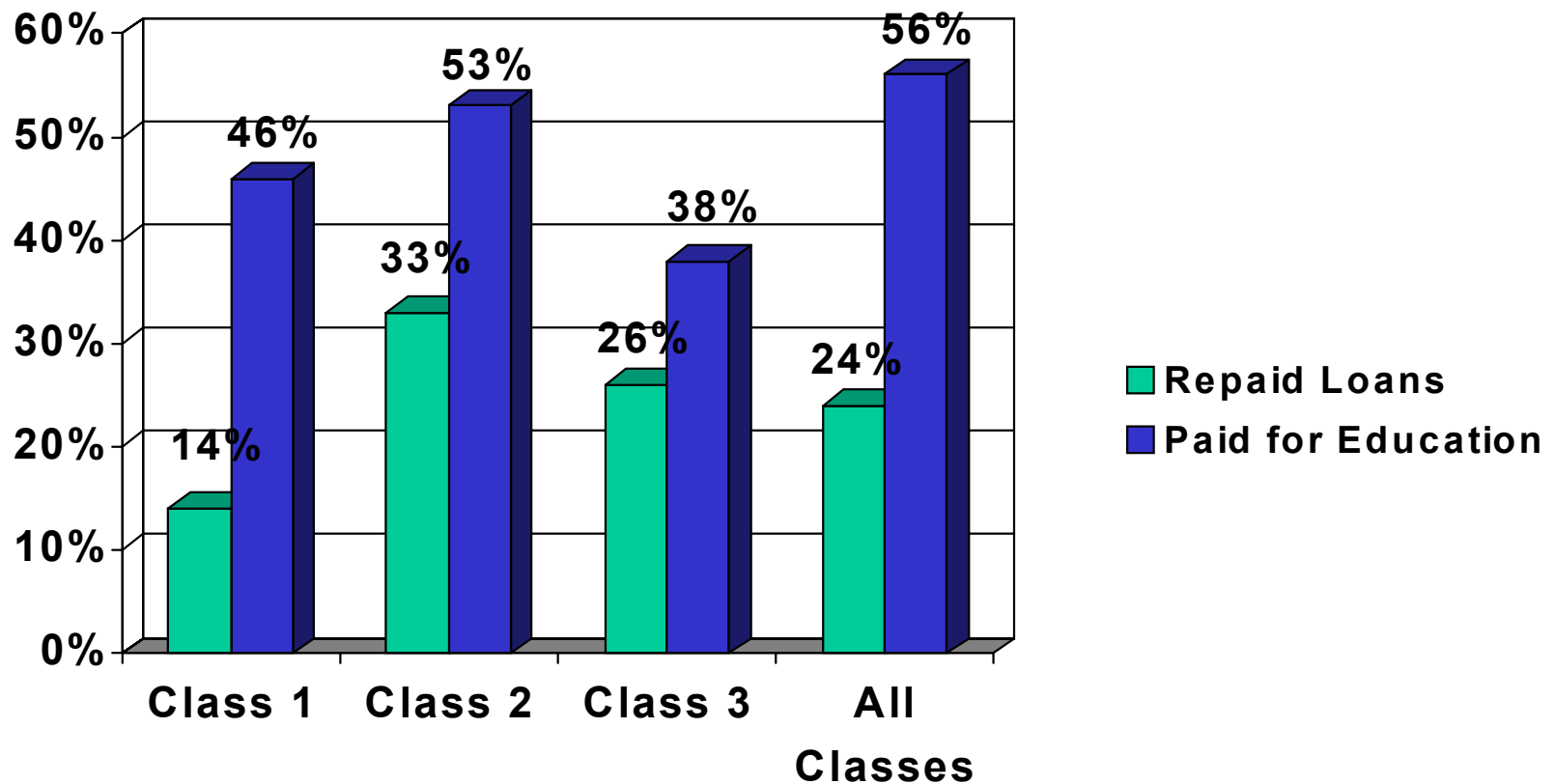
## Alumni Education Before ACLP



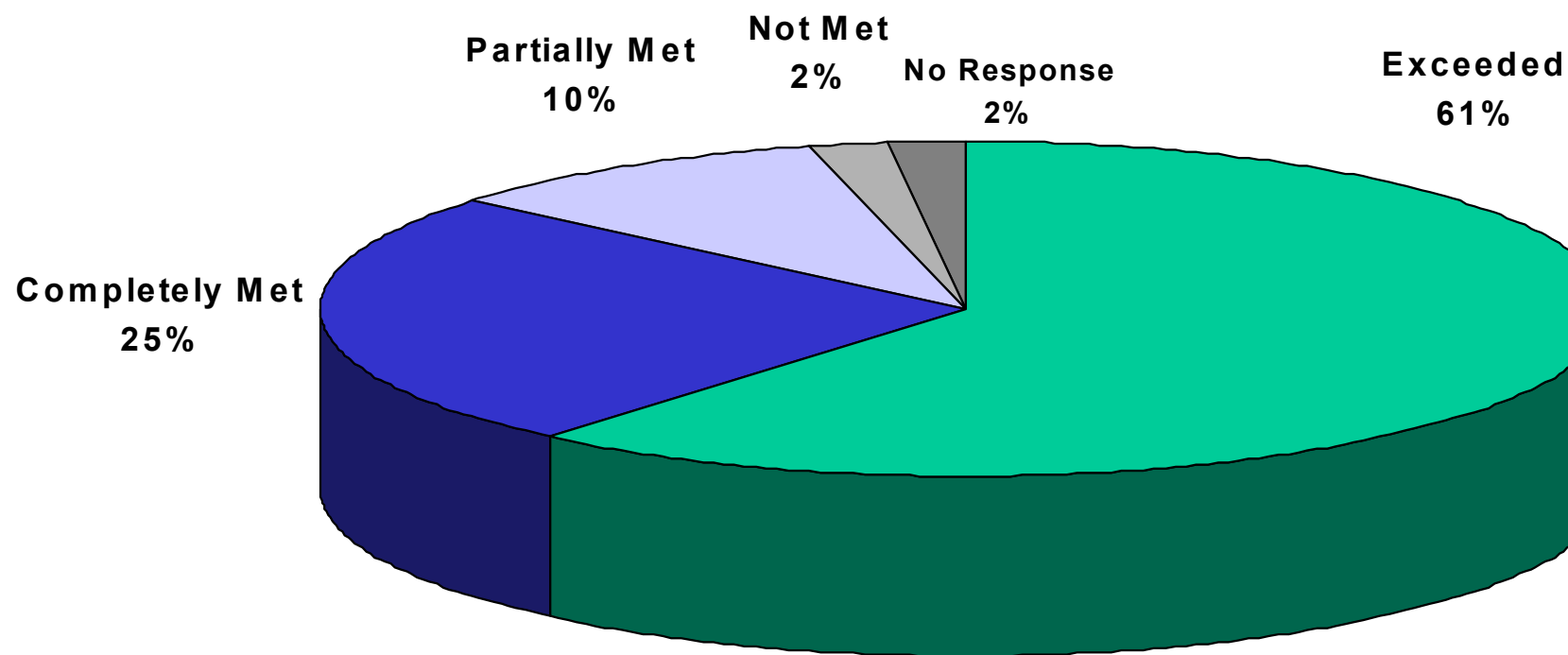
**Figure A.7.b**  
**ACLP Alumni Current Education**



**Figure A.8**  
**ACLP Alumni Use of Education Award by Class**



**Figure A.9**  
**ACLP is Meeting Expectations**  
(N=48)



**APPENDIX B**  
**TABLES OF DATA**

**Data Table B.1.a Alumni Characteristics—Personal Profiles (N=113)**

Personal Data	Responses	
	N	%
<b>AmeriCorps Leader Class</b>		
Class 1 (1994-1995)	28	25
Class 2 (1995-1996)	43	38
Class 3 (1996-1997)	42	37
<b>Gender</b>		
Female	76	67
Male	37	33
<b>Age</b>		
20 – 29	91	81
30 – 39	11	10
40 – 59	7	5
60 and over	4	4
<b>Do you still live in the community in which you served as an AmeriCorps Leader?</b>		
No	76	67
Yes	37	33
<b>How many times have you changed residence since your ACLP graduation?</b>		
0	22	19
1	53	47
2	27	24
3	7	6
4 or more	4	4
<b>Education completed upon entering ACLP</b>		
High School	16	14
Some College	9	8
Associates Degree	1	1
Bachelors Degree	71	63
Some Graduate	11	10
Masters Degree	4	3
Doctoral Degree	1	1
<b>What is the highest level of education you have completed? (at time of survey)</b>		
High School	4	3
Some College	19	17
Bachelors Degree	68	60
Some Graduate	20	9
Masters Degree	11	10
Doctorate	1	1

**Data Table B.1.b Alumni Characteristics—Program Satisfaction (N=113)**

Extent of Satisfaction	N/A		Very Dissatisfied								Very Satisfied	
	0		1		2		3		4		5	
	N	%	N	%	N	%	N	%	N	%	N	%
<b>To what extent are you satisfied with:</b>												
Your overall AmeriCorps Leader Experience?	2	2	0	0	2	2	6	5	19	17	84	74
The quality of your AmeriCorps Leader training?	1	1	1	1	1	1	8	7	17	15	85	75
The quality of your site placement training?	4	4	9	8	1 7	15	26	23	27	24	30	26

**Data Table B.2.a Getting Things Done—Continued Community Service (N=113)**

Community Involvement	Responses	
	N	%
<b>Since graduating from the ACLP, have you provided service that helps solve your community's problems?</b>		
Yes	104	92
No	9	8
<b>In what capacity did you provide these services? N=106</b>		
Both as an employee and volunteer	76	72
Employee	22	21
Volunteer	8	7
<b>In which of the following areas did you provide service? N=206</b>		
Education	73	35
Environment	31	15
Human Needs	70	34
Public Safety	22	11
Other	10	5
<b>Type of Service Activity N=105</b>		
On-going service only	24	23
Majority of on-going service	31	29
Equal on-going & one-time service	8	8
Majority one-time service	13	12
One-time service only	28	27
Other	1	1



**Data Table B.2.b Getting Things Done—Changes in Reasons for Serving**

ACLP impact on reasons for serving	Responses	
	N	%
<b>Have your reasons for serving your community changed as a result of your AmeriCorps experience?</b>		
Yes	61	54
No	49	43
No response, not asked because not serving	3	3
<b>How (have your reasons for serving changed)? (N=94)</b>		
Broadened perspective on service (issue areas, national movement)	18	19
Community-based, empowering others	4	4
Demonstrated impact of service	7	7
Enriched approach to/focus on service (more professional, strategy)	21	22
Equipped with skills to address needs	6	6
Greater awareness of community needs	9	10
Increased internal motivation, commitment	17	18
Personal confident/awareness to serve, as change agent	5	5
Other	8	9
<b>Reasons stable but Impact Noted (N=18)</b>		
Improved understanding of needs, role of service	3	17
Enhanced skills	1	5
Provided opportunities	5	28
Strengthened reasons for serving	3	17
Gained national perspective on service	1	5
Other	5	28

**Data Table B.2.c Getting Things Done—Volunteer Contributions of ACLP Alumni**

Community Service Contributions	Amount
<b>How many hours of community service have you volunteered?</b>	
In past year—Class 1 & 2 (N=66)	14,873
Since graduating in 8/97—Class 3 (N=38)	3,227
<b>Money Donated N=60</b>	43,860
<b>Goods Donated (dollar value) N=81</b>	23,722
<b>Services Donated (dollar value) N=79</b>	102,812

**Data Table B.3.a Strengthening Communities—National Service Participation**

Post-service involvement in national service	No		Yes Paid		Yes Volunteer		Both Paid and Volunteer	
	N	%	N	%	N	%	N	%
<b>Since leaving the AmeriCorps Leaders Program, have you been involved with any of the following:</b>								
a National days of service	62	54	25	22	17	15	9	8
a Corporation for National service grantee	49	43	29	26	19	17	16	14
a State Commission	88	78	12	11	13	11	0	0
a State Corporation Office	101	89	3	3	9	8	0	0
the Corporation for National Service	75	66	31	27	6	5	1	1
a National Service Initiative (e.g. America Reads or America's Promise commitments)	77	68	17	15	15	13	4	4
an AmeriCorps Alumni group	99	88	0	0	14	12	0	0

**Data Table B.3.b Strengthening Communities—National Service Network**

ACLP Network	Yes		No	
	N	%	N	%
<b>Since leaving the AmeriCorps Leader Program, have you had contact with:</b>				
Your ACLP site placement?	97	87	15	13
the ACLP at the Corporation?	81	72	31	28
Other AmeriCorps Leaders?	107	96	5	4
Other AmeriCorps members?	98	88	15	12
<b>Did ACLP lead to employment opportunities?</b>				
Former employment	42	37	71	63
Current employment	41	36	72	64
<b>Did ACLP lead to volunteer opportunities?</b>				
Former volunteering	40	35	73	65
Current volunteering	37	33	76	67

**Data Table B.4.a Encouraging Responsibility—Leadership Roles**

Types of leadership positions held N=240	Responses	
	N	%
<b>What leadership positions have you held since your graduation from the ACLP?</b>		
None	11	5
Academic	26	11
Community	44	18
International	8	3
National service network	101	42
Religious	3	1
Started own business	7	3
Other	40	17

**Data Table B.4.b Encouraging Responsibility—Leadership Responsibilities**

Leadership Competency Utilization	Never 1								Always 5	
	N	%	N	%	N	%	N	%	N	%
<b>Since leaving the ACLP, how often did you use the following service leadership competencies to carry out your professional or academic responsibilities?</b>										
Change Management	7	6	20	18	26	23	40	35	19	17
Collaboration & Teamwork	0	0	3	3	14	12	42	37	53	47
Conflict Management	0	0	8	7	40	35	42	37	23	20
Decision Making	1	1	1	1	12	10	45	40	54	48
Diversity	3	3	6	5	24	21	40	35	40	35
Leadership Skills	1	1	5	4	19	17	42	37	46	41
Motivating, Coaching & Empowering	1	1	7	6	20	18	46	41	36	32
Personal and Professional Goal Development	2	2	12	10	36	32	37	33	26	23
Problem-solving	0	0	4	4	19	17	48	42	42	37
Training and Facilitation	6	5	15	13	21	19	36	32	35	31
Verbal Communication and Public Presentation	4	4	5	4	21	19	51	45	32	28
Written Communication	1	1	1	1	30	27	49	43	32	28

**Data Table B.4.c Encouraging Responsibility—Leadership Responsibilities**

Utility of Leadership Competencies	Responses	
	N	%
<b>What three aspects of your AmeriCorps Leader’s experience were most useful to you in your leadership positions? N=363</b>		
Being part of the national service community	2	1
Collaboration/Teamwork	27	8
Conflict Resolution	11	3
Diversity	14	4
Experience as a supervisor or level of responsibility	15	4
Experience as a trainer	17	5
Facilitative Leadership	13	4
Facilitation/meeting management	24	7
Leadership Development (experience, skills, style)	19	5
Meeting challenges	3	1
Networking	33	9
Self-confidence gained, self-discovery	18	5
Skills learned, practical experience	85	23
Support system	19	5
Training in general	30	8
Other	33	9
<b>What three aspects of your AmeriCorps Leader’s experience were least useful to you in your leadership positions? N=202</b>		
Nothing	24	12
AmeriCorps Leader Program management	6	3
Cluster Coach	8	4
Cluster experience (retreat, grouping)	7	4
Communication (ACLP staff with ACL & site, within the site)	7	4
Diversity training	1	1
Lack of evaluation/feedback/role definition	8	4
Paperwork (too much, unnecessary, repetitive)	5	2
Placement (not appropriate site, poor skills match)	7	4
Site supervision/management (turnover, no buy-in to program)	23	11
Site support (office space, technology)	4	2
Training ineffective, poor quality	27	13
Training redundant	17	8
Training not applicable, practical	35	17
Training needed or follow-up desired	6	3
Other	17	8

**Data Table B.4.d Encouraging Responsibility— Obstacles to Assuming Leadership**

Obstacles to Assuming Leadership	Responses	
	N	%
<b>What were specific obstacles you faced in assuming leadership positions after AmeriCorps Leader service?</b>		
None	36	25
Ageism against youth	12	8
Availability of opportunities limited (finances, region)	6	4
Building new networks	9	6
Choosing next steps	2	1
Finding a job	4	3
Finding a job that utilized skills	3	2
Lack of education/experience (grant writing, budgeting, managing)	14	10
Personal expectations/priorities	7	5
Transition from AmeriCorps	3	2
Transition from AmeriCorps Leader to staff	5	3
Translating AC experience to job market (lack of public awareness)	6	4
Working with others with different approach/training/vision	14	10
Other	24	17

**Data Table B.4.e Encouraging Responsibility—Effectiveness of ACLP Leadership Preparation**

Effectiveness of ACLP Program	Very Much 1								Not at All 5	
	N	%	N	%	N	%	N	%	N	%
<b>How well did your AmeriCorps Leader experience prepare you for your leadership roles?</b>	67	59	28	25	13	11	4	4	1	1

**Data Table B.5.a Expanding Opportunity—Use of Education Award**

Used Education Award	Responses	
	N	%
<b>Have you used the national service education award you earned as an AmeriCorps Leader?</b>		
Yes	64	56
Not yet	46	40
Don't intend to	2	2
Didn't earn education award	2	2
<b>How long after you AmeriCorps Leader graduation did you use your award? N=62</b>		
One month or less	18	29
Over one to six months	22	35
Over six months to one year	9	15
Over one year	13	21

**Data Table 5.b Expanding Opportunity— Application of Education Award**

Application of Education Award	BA		MA		Other	
	N	%	N	%	N	%
<b>How did you use your award and for what level of studies did you use it? N=64</b>						
Repaid student loan						
Paid for educational expenses	28	93	0	0	2	7
	9	26.5	16	47	9	26.5

**Data Table B.5.c Expanding Opportunity—Career Status**

Career Status	Full-time		Part-time		No	
	N	%	N	%	N	%
<b>What is your current career status?</b>						
Self-employed	6	5	9	8	99	87
Employed	73	65	16	14	24	21
Student	20	18	19	17	74	65
Other	4	3	0	0	109	97

**Data Table B.5.d Expanding Opportunity—Sector of Employment**

Sector of Employment	Responses	
	N	%
<b>In what sector do you work? N=73</b>		
For-profit	19	26
Non-profit	45	62
State government	1	1
Federal government	6	8
Educational institution	1	1
Other	1	1

**Data Table B.5.e Expanding Opportunity—Professional Mobility**

Professional Mobility	Responses	
	N	%
<b>Since graduating from the AmeriCorps Leaders program, have you changed employers? N=108</b>		
Yes	65	60
No	43	40
<b>If one employer, how many positions have you held since graduating? N=43</b>		
One	34	79
Two	6	14
Three	3	7
<b>If changed employer, how many employers have you had since graduating? N=65</b>		
One	10	15
Two	33	51
Three	13	20
Four	7	11
Five	2	3

**Data Table B.5.f Expanding Opportunity—Affect of ACLP on Career Choice**

Affect of ACLP on Career Choice	Very Much 1								Not at All 5	
	N	%	N	%	N	%	N	%	N	%
How much did your experience as an AmeriCorps Leader affect your post-service career choice?	57	53	18	17	17	16	10	9	6	5

**Data Table B.5.g Expanding Opportunity—Retention in Service Field**

Retention in Service Field	Responses	
	N	%
<b>Do you plan to stay in the service field?</b>		
Yes	98	87
No	4	4
Not asked	5	4
No answer	6	5
<b>Reasons for staying in the service field N=144</b>		
Not asked/no answer	10	7
Able to make impact/meaningful work	27	18
Commitment to community	3	2
Enjoyment/fulfillment	39	27
Sense of belonging	22	15
Utilizes my skills and training	18	13
Opportunities	7	5
Other	18	13
<b>Reasons for leaving the service field N=5</b>		
Compensation	4	80
Skills better used elsewhere	1	20

**Data Table B.5.h Expanding Opportunity—Academic Pursuits**

Degree pursuing	BA 2		MA 3		Doctorate 4		Other 5	
	N	%	N	%	N	%	N	%
What degree are you currently pursuing? N=40	13	33	19	47	2	5	6	15



**Data Table B.5.i Expanding Opportunity—Affect of ACLP Academic Choice**

Affect of ACLP on Academic Choice	Very Much 1								Not at All 5	
	N	%	N	%	N	%	N	%	N	%
How much did your experience as an AmeriCorps Leader affect your post-service career choice? N=44	11	25	4	9	13	29	10	23	6	14

**Data Table B.6.a Follow-up—Changes**

Changes	Responses	
	N	%
<b>If you were directing the AmeriCorps Leader program, what Alumni service improvements would you make? N=163</b>		
Nothing	8	5
Advocated for issues or self	19	12
Change ACL program management	7	4
Change ACL site program management	5	3
Change site selection, placement	19	12
Focus on personal life, development	16	10
Focus on member development	10	6
Improved communications	10	6
Improved time management	12	7
Networked more	22	13
Responsibility/role clarification	16	10
Other	19	12

**Data Table B.6.b Follow-up—Alumni Services**

Alumni Services	Responses	
	N	%
<b>Knowing what you know now, if you had your AmeriCorps leader experience to relive, what would you do differently? N=195</b>		
No answer, nothing	5	3
Alumni responsibility, not program's	8	4
Alumni coordination, involvement	35	18
Alumni directory and updates	37	19
Internet, listserv, webpage	17	9
Networking opportunities, reunion	24	12
Career support, job listings	20	10
Newsletter	29	15
Continued training opportunities	3	2
Resources for those in service field	9	5
Other	8	4

**Data Table B.7.a Resource Survey—N=48**

Alumni Opinions	Yes		No		No Response	
	N	%	N	%	N	%
Would you make the same decision again to join AmeriCorps Leaders?	47	98	0	0	1	2
Do you act upon community issues differently as a result of your AmeriCorps Leaders' training?	40	83	7	15	1	2
Would you recommend service in AmeriCorps Leaders to others?	48	100	0	0	0	0

**Data Table B.7.b Resource Survey—N=48**

Expectations of ACLP	Exceeded 1		Completely Met 2		Partially Met 3		Not Met 4		No Response	
	N	%	N	%	N	%	N	%	N	%
Were your expectations of your AmeriCorps Leaders' experience:	29	61	12	25	5	10	1	2	1	2

**APPENDIX C**  
**SURVEY INSTRUMENTS**

## AmeriCorps Leaders Alumni Survey Schedule Call

Hello, may I speak with \_\_\_\_\_.

(If alumni is not home inquire about the best time to contact them. \_\_\_\_\_)

(If alumni does not live there, confirm number dialed. Inquire if they have current contact information or if they can forward a message. Thank them for their time.)

Hello, my name is Laura Nakatani. I am working for the Corporation for National Service in Washington, DC as a National Service Fellow. I am conducting an alumni survey for the AmeriCorps Leaders program that focuses on your national service and leadership participation post-AmeriCorps service. The data will be used by the Corporation to further develop their leadership programs. The survey will take about 30 minutes. The information you provide will be confidential and your name will not appear on the survey form. (Your identity will only be known by the interviewer. You will not be linked with your confidential comments.)

Can I schedule a time to survey you over the phone?

☐ Refused    ☐ Scheduled date \_\_\_\_\_ time \_\_\_\_\_

What number should I call to contact you for the interview? (\_\_\_\_) \_\_\_\_\_

Can you provide your current contact information for the AmeriCorps Leader database?

Name: \_\_\_\_\_

Address: \_\_\_\_\_

Home Phone: \_\_\_\_\_ Fax: \_\_\_\_\_

Email: \_\_\_\_\_

NOTE: Questions II.D and II.G were rephrased for Class 3 Alumni. Instead of “in the past year” they were asked “since graduating the program.”

## I. Alumni Characteristics

The first set of questions are about your background and experiences so that we can examine whether the AmeriCorps Leader program is meeting the needs of all its participants.

A. 1. Class 1 ('94-'95)                      2. Class 2 ('95-'96)                      3. Class 3 ('96-'97)

B. 1. Female      2. Male

C. As of your last birthday, how old are you in years? \_\_\_\_\_

D. Do you still live in the community in which you served as an AmeriCorps Leader?

1. Yes                      2. No

E. Since graduating the AmeriCorps Leaders program, have you changed residence?

1. Yes                      2. No [If no go to Question G]

F. How many times have you changed residence since your ACLP graduation? \_\_\_\_\_

G. What is the highest level of education you have completed?

1. High School      2. College                      3. Other (specify) \_\_\_\_\_

a. Associate's Degree

b. Bachelor's Degree

c. Master's Degree

d. Doctorate

H. Overall, to what extent are you satisfied with...

	Very Dissatisfied (1)	Somewhat Dissatisfied (2)	Neutral Satisfied (3)	Somewhat Satisfied (4)	Very Satisfied (5)
a. your overall AC Leader Experience?					
b. the quality of your ACLP training?					
c. the quality of your site training?					

**II. Getting Things Done** -- These questions are about your community involvement.

- A. Since graduating from the ACLP, have you provided service that helps solve your community's problems?

1. Yes
2. No (If No, go to Question E)

- B. In what capacity did you provide these services? As a...

1. Volunteer                      2. Employee                      3. Both

- 1.a. With what type of organization?

- 2.a. . With what type of organization?

- C. In which of the following areas did you provide service? Pick all that apply

1. Education    2. Environment    3. Human needs    4. Public Safety    5. Other

- D. In the past year, how many hours of community service have you volunteered? \_\_\_\_\_

1. on-going service activity    2. one-time service events    3. Both

- E. Why do you continue to serve?

- F. Have your reasons for serving your community changed as a result of your AmeriCorps experience? How?

- G. In the last year, have you donated any of the following to community service?

- Money      1.a. In what amount? \_\_\_\_\_

- Goods      2.a. What types of goods did you donate? \_\_\_\_\_

- 2.b. What was the value of these goods? \_\_\_\_\_

- Services 3.a. What was the nature of these services? \_\_\_\_\_

- 3.b What was the monetary value of these services?\_\_\_\_\_

**III. Strengthening Communities** – This set of questions refer to your national service involvement since graduating.

- A. Since leaving the AmeriCorps Leaders Program, have you been involved with any of the following

	<b>No (1)</b>	<b>Received compensation (2)</b>	<b>Volunteered (3)</b>
1. a national day of service event (e.g. Make A Difference Day)			
2. a national service grant program			
3. a State Commission			
4. a State Corporation Office			
5. the Corporation for National Service			
6. a national service initiative (e.g. America Reads or America's Promise commitments)			
7. an AmeriCorps Alumni group (specify)			

Probe: Describe your activities for the State Commission/Corporation office.  
Describe you activities for the national service initiative.

NOTES:

- B. We would like to assess how your AmeriCorps Leader service developed your network. Since leaving ACLP have you had contact with...

Describe type of contact:

	<b>No (1)</b>	<b>Yes (2)</b>
1. your site placement?		
2. the ACLP at CNS?		
3. other ACLP?		
4. other AC members?		

- C. During your AmeriCorps Leader year did you establish contact with...

	<b>No (1)</b>	<b>Yes (2)</b>
1. any of your former places of employment?		
2. your current place of employment?		
3. your former volunteer placements/activities?		
4. your current volunteer placements/activities?		



**IV. Encouraging Responsibility** – This section concerns your leadership activities.

A. What leadership positions have you held since your graduation from the ACLP (i.e. primary decision-making responsibility)?

B. Since leaving the ACLP, how often did you use the following service leadership competencies to carry out your professional or academic responsibilities?

<b>Service Leadership Competencies</b>	<b>Never (1)</b>	<b>Rarely (2)</b>	<b>Sometimes (3)</b>	<b>Frequently (4)</b>	<b>Always (5)</b>
Change Management					
Collaboration & Teamwork					
Conflict Management					
Decision-Making					
Diversity					
Leadership Skills					
Motivating, Coaching & Empowering					
Personal & Professional Goal Development					
Problem-Solving					
Training & Facilitation					
Verbal Communication & Public Presentations					
Written Communication					

C. What three aspects of your AmeriCorps Leaders experience were most useful to you in your leadership positions?

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D. What three aspects of your AmeriCorps Leaders experience were least useful to you in your leadership positions?

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E. What were specific obstacles you faced in assuming leadership positions after AmeriCorps Leader service?

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- F. How well did your AmeriCorps Leader experience prepare you for your leadership roles?
1. Very much      2. Much      3. A fair amount      4. Not much      5. not at all

**V. Expanding Opportunity** – This section addresses your academic and/or professional career.

A. Have you used the national service education award you earned as an AmeriCorps Leader?

1. Yes      2. No      2.a. Intend to      2.b. Don't intend to

B. If yes, how long after your AmeriCorps Leader graduation did you use your award? \_\_\_\_\_

C. As you know, your education award can be used to repay qualified student loans or to pay for future educational expenses. How did you use your award and for what level of studies did you use it?

	AA (1)	BA (2)	MA (3)	Ph.D. (4)	Non-Degree (5)	Other (specify) (6)
a. Repay Loans						
b. Pay Education Expenses						

D. What is your current career status. Answer "yes" to all that apply. Are you currently:

	No (1)	Yes (2)	Full Time (2a)	Part Time (2b)
a. self-employed				
b. employed (ask Questions E - G, J)				
c. a student (ask Questions H -J)				
d. other (specify)				

***If employed...***

E. In what sector do you work?

1. for-profit      3. government      4. non-governmental organization  
 2. non-profit      3a. local      5. Other \_\_\_\_\_  
                                  3b. state  
                                  3c. federal

- F. Since graduating from the AmeriCorps Leaders program, have you changed employers?
1. No                      1a. How many positions have you held since graduating? \_\_\_\_\_
2. Yes                     2a. How many employers have you had since graduating? \_\_\_\_\_
- G. How much did your experience as an AmeriCorps Leader affect your post-service career choice?
1. Very much    2. Much    3. A fair amount    4. Not much    5. not at all
2. If in service field, do you plan to stay in the field? Why or why not?
- I. What are your long-term career goals?

***If a student...***

- J. What degree are you currently pursuing?
1. Associate's Degree                      3. Master's Degree                      5. Other (specify)\_\_\_\_\_
2. Bachelor's Degree                      4. Doctorate
- K. What is your field of study? \_\_\_\_\_
- L. How much did your experience as an AmeriCorps Leader affect your post-service academic choice?
1. Very much    2. Much    3. A fair amount    4. Not much    5. not at all

**VI. Follow-up**

- A. Knowing what you know now, if you had your AmeriCorps Leader experience to relive, what would you do differently?
- B. If you were directing the AmeriCorps Leader program, what Alumni service improvements would you make?
- C. A database of alumni resources is being developed to support professional and program development. Would you complete an AmeriCorps alumni resource survey to be included in this database?
1. Yes    2. No
- D. The AmeriCorps Leaders program strives to maintain an accurate database of alumni. Do you have current contact information on any fellow leaders that we can locate?
- E. Are there any issues not discussed which you would like to address?

February 27, 1998

Dear AmeriCorps Leader Alumni,

The AmeriCorps Leaders Program has a unique opportunity to frame the emerging picture of the life of service after AmeriCorps. Your post-service activities and attitudes are essential elements in the design. Once again, we invite you to serve as national service pioneers by putting your mark on this process. Already 86% of your fellow ACL alumni have been surveyed by phone. We hope that you will bring us closer to our goal of 100% participation.

The Corporation for National Service has funded a National Service Fellow grant to initiate a longitudinal survey for the AmeriCorps programs. The AmeriCorps Leaders Program Alumni are the pilot group for this research. Your contribution to this post-service data collection process is instrumental in developing effective leadership programming within the Corporation for National Service. It will also serve as a benchmark of alumni data. It is anticipated that the survey instrument will be transferable to the larger AmeriCorps, provide some comparative data to existing surveys, and identify predictors of alumni involvement in national service.

Examining Service Life After AmeriCorps has six survey objectives.

To determine the relationship between graduation from the AmeriCorps Leaders Program (ACLP) and current alumni:

- 1) community service involvement
- 2) participation in the field of national service
- 3) leadership responsibilities
- 4) involvement in AmeriCorps-related alumni networks

and

to identify current ACLP alumni 5) resources, and 6) needs.

Your participation is vital to understanding the effectiveness of the AmeriCorps experience. Please complete and return the enclosed survey by March 21, 1998. Direct any questions to Laura Nakatani at (202) 606-5000 x533 or [lnakatan@cns.gov](mailto:lnakatan@cns.gov). Thank you for your consideration.

Sincerely,

Meri Ames  
Director, AmeriCorps Leaders Program

Laura K. Nakatani  
National Service Fellow

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## AmeriCorps Leaders Program Alumni Resource Survey

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Name (during ACLP): \_\_\_\_\_

Name Change: \_\_\_\_\_

Address: \_\_\_\_\_

Day: (\_\_\_\_) \_\_\_\_\_

Evening: (\_\_\_\_) \_\_\_\_\_

Email: \_\_\_\_\_

Fax: (\_\_\_\_) \_\_\_\_\_

Contact me by ☐ email ☐ fax ☐ mail ☐ phone Best times to contact me are \_\_\_\_\_

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1. Current Employer \_\_\_\_\_

Job Title \_\_\_\_\_

City, State \_\_\_\_\_

Sector: ☐ academic institution ☐ government ☐ for-profit  
☐ non-profit ☐ religious institution ☐ Other (specify) \_\_\_\_\_

2. Current School \_\_\_\_\_

Major/Program \_\_\_\_\_

City, State \_\_\_\_\_

Earning: ☐ Associate's ☐ Bachelor's ☐ Master's ☐ Doctorate ☐ Other \_\_\_\_\_

3. I'd be happy to help you in the following area(s):

☐ academic information ☐ career information ☐ relocation ☐ reunion organizing  
☐ mentoring (program type and issue areas) \_\_\_\_\_  
☐ public speaking (topics) \_\_\_\_\_  
☐ training (topics) \_\_\_\_\_

4. Attached you will find my résumé to be used for ☐ resume bank ☐ example for reference

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5. Would you make the same decision again to join AmeriCorps Leaders? ☐ yes ☐ no  
Why? \_\_\_\_\_

6. Were your expectations of your AmeriCorps Leaders' experience:  
☐ exceeded ☐ completely met ☐ partially met ☐ not met

7. Do you act upon community issues differently as a result of your AmeriCorps Leaders' training?

☐ yes ☐ no

If **yes**, how did the AmeriCorps Leaders Program bring about those changes?

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8. Would you recommend service in the AmeriCorps Leaders to others? ☐ yes ☐ no

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9. Please check one:
- ☐ I am a member of AmeriCorps Alums, Inc.
  - ☐ Please forward my address to AmeriCorps Alums, Inc. for additional information
  - ☐ I am not interested in participating in AmeriCorps Alums, Inc.

I understand that providing any information is voluntary and it will be included in a database for AmeriCorps programs. I understand it will be available to current AmeriCorps Members, AmeriCorps alumni, program and Corporation staff. The information may be used for general program uses.

Return survey to:

Laura Nakatani ♦ Corporation for National Service ♦ 1201 New York Avenue NW, 9614-B ♦ Washington, DC 20525